

## Desiree Bascomb

(b) (6)

### PROFILE:

- Strong writing, communication, factual research skills and analytical abilities
- Ability to prioritize tasks, work under deadlines, and juggle multiple projects and assignments

### EXPERIENCE:

#### **The National Association of State Aviation Officials (NASAO), Washington, DC**

*Marketing & Communications Manager*

March 2021 – Present

- Oversees content, design and distribution of weekly NASAO newsletter
- Writes, edits and distributes all NASAO marketing and communications materials, including press releases
- Manages the association's annual scholarship program and Youth Aviation Art Contest
- Developed and implemented an updated style guide for all association communications and marketing materials
- Manages association's yearly awards program

#### **The George Washington University, Washington, DC**

*Media Relations Associate*

October 2018 – October 2020

- Leveraged Cision to track, monitor and categorize daily news clips
- Coordinated the logistics and arranged the execution of commercial and documentary filming projects
- Managed on campus professional broadcast studio
- Produced monthly and yearly analytics reports to track performance indicators and maintain data management
- Represented the university at various media events as a media relations contact
- Researched and built media lists for targeted pitching
- Used Drupal to maintain and update Media Relations website

#### **Physicians World, Lyndhurst, NJ**

*Speakers Bureau Coordinator*

April 2018 - October 2018

- Assisted with planning lunch and dinner meeting programs for pharmaceutical sales representatives
- Coordinated meeting details to ensure FDA regulated compliance standards were met
- Arranged audio and visual services

#### **Rutgers University, Newark, NJ**

*Digital Media Assistant*

August 2016 - April 2018

- Leveraged Drupal to regularly update and maintain the Rutgers University-Newark website
- Managed various official social media platforms for the university
- Tracked and produced monthly Google Analytics reports for the Office of Communications and Office of the Chancellor
- Edited photos for the campus website, interviews using Adobe Photoshop
- Shot photography for social media, news publications, and campus events using a digital single-lens reflex (DSRL) camera

### SKILLS:

- Proficient in: Microsoft Office (Word, PowerPoint, Excel), Facebook, Twitter, Instagram, Final Cut Pro, iMovie, Audacity, Photoshop, Cision, TVEyes, Drupal
- Dedicated, versatile, productive

### EDUCATION:

#### **RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**

Newark College of Arts and Sciences

September 2013- December 2016

Bachelor of Arts, Journalism and Political Science

*Cum Laude*

---

## PROFESSIONAL EXPERIENCE

### **Subcommittee on Water Resources and Environment, Committee on Transportation and Infrastructure, U.S. House of Representatives, Washington, District of Columbia**

#### ***Senior Professional Staff***

2019-Present

Senior advisor to the Democratic leader of the Committee and Subcommittee on environmental and water-related public works legislation and policies. Develop and implement the environmental and infrastructure agenda of the Subcommittee, including formulating Congressional hearings and oversight plans; advising Members of the Committee and their staff; drafting legislation, Congressional reports, and speeches; oversight of Executive Branch agencies and activities; advising House Democratic leadership on activities of the Subcommittee; advising and coordinating with Executive Branch agencies; and public speaking appearances at conferences and meetings on behalf of the Committee.

#### **Hearings Managed:**

- The Administration's Priorities and Policy Initiatives Under the Clean Water Act
- Protecting and Restoring America's Iconic Waters
- The Clean Water State Revolving Fund: How Federal Investment Can Help Communities Modernize Water Infrastructure and Address Affordability Challenges

#### **House-Passed Legislation with Direct Professional Involvement:**

- Chesapeake Bay Program Reauthorization Act, H.R. 1620 (ultimately included in P.L. 116-188)
- San Francisco Bay Restoration Act, H.R. 1132
- Great Lakes Restoration Initiative Act of 2019, H.R. 4031
- The Puget SOS Act, H.R. 2247
- Reauthorize the Lake Pontchartrain Basin Restoration Program, H.R. 4275
- Protect and Restore America's Estuaries Act, H.R. 4044
- Moving Forward Act, H.R. 2
- PFAS Action Act of 2019, H.R. 535

### **Southern Environmental Law Center, Washington, District of Columbia**

#### ***Federal Legislative Director/Deputy Legislative Director***

2011-2018

Develop and implement SELC's strategy on regional environmental issues at the federal level, including water quality issues, forest plans, transportation projects, and pipeline projects. Represent SELC's positions and interests before Congress, the administration, agencies, non-governmental organizations, and media. Attend and present at board meetings and donor events.

### **Subcommittee on Water Resources and Environment, Committee on Transportation and Infrastructure, U.S. House of Representatives, Washington, District of Columbia**

#### ***Professional Staff***

2010-2011

Developed Subcommittee legislative agenda and priorities regarding environmental and water-related infrastructure policies, developed agency oversight agenda, and initiated internal agency investigations. Implemented Subcommittee's agenda by drafting and analyzing legislation, initiating and managing congressional hearings. Successfully advanced legislation through the Committee and U.S. House of Representatives by consulting and negotiating with U.S. government executive officials, congressional staff, interest groups, and Democratic leadership: Consolidated Land, Energy and Aquatic Resources Act of 2010 (H.R. 3534) and Clean Estuaries Act of 2010 (H.R. 4715).



**New York State Office of the Governor, Washington, District of Columbia**

***Associate Director for Federal Policy***

2007-2010

Represented the Governor at meetings with high-level officials, including other governors, and federal and state agency heads. Developed New York's energy and environmental policy priorities and advocated them before Congress. Built coalitions with other states, national organizations, and members of Congress. Prepared Congressional testimony, letters, and media pieces for the Governor and state agencies.

**Sierra Club, Washington, District of Columbia**

***Washington Representative/Associate Washington Representative***

2002-2007

Managed Sierra Club's Clean Water Campaign. Developed and implemented the advocacy and legislative strategy for water quality policy with members of Congress, their staff, and federal agencies. Wrote reports, fact sheets, talking points, and web site content. Represented Campaign before media outlets.

**Natural Resources Defense Council, New York, New York**

***Research Associate*, Clean Water and Oceans Program**

2000-2002

Analyzed water quality data from Central/South Florida for a report on ecosystem health. Evaluated legislation, water quality issues, agency activities, and policies regarding Lake Okeechobee.

**EDUCATION**

**Yale University, School of the Environment, New Haven, Connecticut**

Master of Environmental Science, May 2000

**The George Washington University, Washington, District of Columbia**

Bachelor of Science, Environmental Studies/Minor, Biology, May 1996, *Dean's List*

David Bowman Jr.

(b) (6)

### EDUCATION

**Catholic University of America, Washington, DC May 2012 B.S. Business Management**

**Bowie State University, Bowie, MD**

*Master of Business Administration, In-progress*

### PROFESSIONAL EXPERIENCE

**United States Senate, Office of Senator Sheldon Whitehouse**

**Administrative Director November 2021-Present**

- Plans, directs, controls, implements, evaluates, monitors, and forecasts budgets and cost in each division to achieve financial objectives. (\$3.5 million budget)
- Negotiating contracts and agreements with vendors.
- Conducts performance evaluations that are timely and constructive.
- Handles discipline and termination of employees as needed and in accordance with company policy.
- Establishes quantitative and qualitative metrics, guidelines, and standards by which the company's efficiency and effectiveness can be evaluated; identifies opportunities for improvement.
- Reviews, analyzes, and evaluates business procedures.
- Implements policies and procedures that will improve day-to-day operations.
- Ensures work environments are adequate and safe; implementing Covid safe practices and contingencies plans.
- Communicates and explains new directives, policies, or procedures to managers; for major changes, meets with entire operations staff to explain changes, answer questions, and maintain morale.

**Mike Rosenbaum for Maryland Governor**

*Director of Scheduling & Advance/Operations July 2021-November 2021*

- Manage the day-to-day scheduling, communication, and prioritization for the principal(s) time, this includes both the candidate for Governor and future Lt. Governor candidate
- Prepare the daily candidate schedule for senior staff and principal(s) and distributes including necessary briefing materials
- Collaborate with other departments to maintain a fluid schedule and optimizes systems to best serve principal(s) needs
- Oversee advance and logistics around campaign events and principal traffic.
- Manage 1-2 staff to support advance operation, including a body person.
- Participates in the hiring and training of departmental managers.
- Organizes and oversees the work and schedules of departmental managers.
- Conducts performance evaluations that are timely and constructive.
- Handles discipline and termination of employees as needed and in accordance with company policy.
- Establishes quantitative and qualitative metrics, guidelines, and standards by which the company's efficiency and effectiveness can be evaluated; identifies opportunities for improvement.
- Reviews, analyzes, and evaluates business procedures.
- Implements policies and procedures that will improve day-to-day operations.



- Ensures work environments are adequate and safe; implementing Covid safe practices and contingencies plans.
- Oversees manufacturing, purchasing, and sales departments, ensuring each is reaching goals set by departmental and company leadership.
- Plans, directs, controls, implements, evaluates, monitors, and forecasts budgets and cost of sales in each division to achieve financial objectives.
- Communicates and explains new directives, policies, or procedures to managers; for major changes, meets with entire operations staff to explain changes, answer questions, and maintain morale.
- Leads coordination and integration of efforts among operations, engineering, technology, and customer service divisions to produce smoother workflow and more cost-effective business processes.

**United States House of Representatives, Office of Congressman John Lewis (GA-05)**

*Director of Operations/Senior Advisor January 2014-December 2020*

- Collaborated with the Chief of Staff, legislative team, and communications staff to manage Congressman Lewis' schedule balancing legislative priorities, committee and leadership obligations, and constituent needs.
- Managed speaking and meeting requests, arranging seamless travel arrangements aligning with the Member's needs and preferences.
- Drafting briefing memos, documents and other materials to assist in preparation for meetings, congressional briefings, discussions, and conferences.
- Managed and directed overall project team activities. Monitored progress in addition to project health, capacity planning, developing and mentoring staff, and internal process improvement activity.
- Provided recruitment support to hiring managers including developing positions descriptions, recruitment advertising, reviewing resumes and screening applicants and managing the interview process. Oversaw preparation of new hire orientation and manage on and off-boarding processes.
- Managed the acquisition of office equipment keeping within the members yearly allowance and directed administrative support services, including budget, payroll, purchasing, department records, and human resources functions.
- Evaluate critical business processes. Undertake needs-based and situational assessments of policies and procedures to enhance operational efficiency.
- Implement performance benchmarks while monitoring progress against established industry metrics. Update expertise on products, services, techniques and relevant tools.
- Act as a liaison between clients, vendors, support staff, and other management partners to facilitate information flow and drive efficiency.
- Collaborated with communications staff with social media strategies to promote legislation and commemorate important events. Utilize social media insights and metrics to identify potential improvements regarding constituents' experience with the office. Increased @Repjohnlewis followers up 100% which resulted in the congressman's Twitter being placed in top 5 of all members for most hits.
- Analyzed reports and information through Intranet Quorum to evaluate the effectiveness of program campaigns or legislation. Performing market research of constituent needs and wants. Assisting in recommending innovative and cutting-edge strategies.
- Crafted and delivered detailed communications, both written and verbal, on behalf of the congressman to constituents on a multitude of topics.
- As Senior Advisor I was responsible for prioritizing legislative meetings that met the needs of most of our congressional objectives and goals. Effectively connecting with stakeholders to maximize our outreach and appeal.
- collaborated with senior staff on the congressman's website functionally which allowed for a more efficient workflow. Ie Categorizes Constituents mail by issue areas which better offers constituents a better online experience. Allowing the website to be more user friendly for both staffers and constituents.

**United States House of Representatives, Office of Congressman John Lewis (GA-05)**

*Special Assistant/Legislative Aide December 2010- January 2014*

- Created, posted, and monitored social media platforms.
- Provide strategic assistance to the Congressman and Chief of Staff with a focus on internal staff management and external relations, to implement stated goals. · Develop position descriptions in conjunction with the Chief of Staff, in addition to preparing and posting position advertisements.
- Planned and coordinated policy initiatives, business development events, staff retreats, congressional receptions and fundraisers.
- Serve as a liaison for personnel matters between internal staff and the Office of Payroll and Benefits. Reconcile travel expenses, track expense reimbursements, and file confidential information such as methods of payment.
- Completed staff orientation seminars for approximately 30 interns, and support staff.
- Briefed Congressman on policy issues specific to arts and cultural commemoratives in addition to sports/fitness prepared and delivered remarks regarding the Congressman legislative efforts pertaining to The Smithsonian NMAAHC museum opening event.
- Crafted and delivered detailed communications, both written and verbal, on behalf of the congressman to constituents on a multitude of topics.

**United States House of Representatives, Office of Congressman John Lewis (GA-05),**  
*Intern April 2010-December 2010*

- Answered phone calls regarding constituents' comments or concerns about current legislation
- Ordered and distributed office supplies while adhering to office budget
- Managed office supplies, vendors, organization and upkeep
- Provided support to staff members in researching congressional records, monitoring congressional hearings, and maintaining records on all legislative actions.
- Arranged tours for constituents and other visitors of the U.S. Capitol, White House, Pentagon, and other government agencies, including the handling of sensitive, confidential personal information
- Created, posted, and monitored social media platforms

**PROFESSIONAL DEVELOPMENT/SKILLS**

- Accounting for Managers
- Behavioral Management
- Xerox Certified
- Workforce Diversity training
- Sexual Harassment in Workforce Training
- Proficient in Microsoft Office Suite



## Work Experience

### The White House

Washington, DC

*Chief of Staff, Office of Communications*

November 2021 – Present

- Serve as strategic advisor to Communications Director Kate Bedingfield on all department decisions, including hiring and onboarding
- Oversee the department's daily operations and coordinate reporting processes
- Write briefing memos for the President's media interviews, message events, and travel in coordination with policy experts and senior officials
- Craft talking points and message guidance for surrogates, stakeholders, elected officials, and Cabinet communications directors
- Manage weekly and monthly messaging calendars to ensure the department is making progress on key priorities and initiatives and conveying to senior leadership
- Acted as director of broadcast media March – April 2022, coordinating over 400 interviews on topics ranging from Russia's war in Ukraine to inflation, the economy, and the President's domestic agenda
- Developed strong relationships with members of the White House press corps
- Manage communications fellows who support broadcast and media monitoring operations

### The White House

Washington, DC

*Senior Communications Assistant & Assistant to the Communications Director* January 2021 – November 2021

- Prepared and edited message guidance for the President, in coordination with policy councils
- Compiled coverage roundups for the President after policy announcements, remarks and key travel
- Built and maintained internal White House messaging and rapid response distribution lists
- Staffed Administration officials during media hits; prepared interview memos
- Managed and advanced Communications Director's daily schedule, prepared daily briefing book; compiled comprehensive preparation materials and coordinated team meetings
- Supported rapid response operation with daily media monitoring

### Biden for President

Philadelphia, Pennsylvania

*Pennsylvania Communications Associate*

August 2020 – November 2020

- Wrote press releases and travel advisories that captured media attention and garnered coverage
- Tailored talking points for critical campaign constituencies, including youth, women, rural and Black and Latino voters
- Compiled daily and weekly event and coverage recaps for senior staff and HQ, flagged consequential election/litigation developments
- Served as press lead for local press conferences and events with elected officials and campaign surrogates
- Coordinated press background briefings, prepared materials for speakers, and managed backend technology

### Philly Counts 2020

Philadelphia, Pennsylvania

*Communications Fellow*

January 2020 – August 2020

- Created communications materials, including press releases, infographics, blog posts, e-mail campaigns, op-eds and one-pagers
- Prepared surrogates for press interviews with regional and local media
- Led weekly COVID-19 community resource information sessions in both English and French

**Biden for President***Communications Intern*

Philadelphia, Pennsylvania

July 2019 – November 2019

- Compiled daily news briefs and coverage memos for Vice President Biden
- Monitored election coverage across print, digital and social media
- Built and maintained national and local press lists

**The Temple News***Deputy Features Editor*

Philadelphia, Pennsylvania

August 2018 - December 2018

- Managed freelancers with weekly and monthly assignment deadlines
- Developed original ideas for features stories
- Reviewed and edited all features content submitted by staff and freelance contributors
- Edited and fact-checked stories across newspaper sections for print and online publication
- Co-led weekly meetings with the features editorial team
- Maintained features department's editorial plan

**Philadelphia Magazine***Philadelphia Association of Black Journalists Editorial Fellow*

Philadelphia, Pennsylvania

June 2018 - August 2018

- Sourced, wrote and published over a dozen [articles](#)
- Brainstormed and outlined content ideas for news, commerce, culture, real estate and food editors
- Conducted online and field research for print and online stories
- Attended police press conferences and updated editors with relevant information on breaking news stories
- Captured and edited photos to accompany bylines
- Developed strong rapport with local business owners, community leaders, and artists

**University of Pennsylvania School of Engineering and Applied Sciences,  
Online Learning Program**

Philadelphia, Pennsylvania

*Social Media Communications Intern*

May 2017 - January 2018

- Worked on the development and implementation of content plans in order to attract new learners and increase program awareness
- Created course marketing materials for Facebook, Twitter and LinkedIn
- Supported project manager in maintaining editorial calendar
- Drafted and tailored weekly emails to learners in the various courses
- Monitored discussion forums for computer science and engineering courses and on edX and Coursera platforms; screened and replied to student emails
- Researched relevant news stories to include in weekly newsletters to students and faculty

**The Temple News***Staff Photographer*

Philadelphia, Pennsylvania

August 2015 - December 2016

- Photographed weekly assignments, including but not limited to breaking news, features and sports
- Collaborated with reports and editors on special projects to create compelling visuals
- Captioned photo content for print and online publication
- Researched and shot images for an award-winning features story

**University of Pennsylvania School of Engineering and Applied Sciences,  
Department of Mechanical Engineering**

Philadelphia, Pennsylvania

June 2013 – August 2013

*Administrative Assistant*

- Provided administrative support to Department Manager and faculty
- Covered department reception desk, answered telephones and received visitors
- Drafted routine correspondence to internal departments
- Sorted and classified files according to content and purpose
- Sorted and distributed department leadership mail



## **Saint Raymond of Penafort Parish Summer Camp**

Philadelphia, Pennsylvania

### *Camp Counselor*

June 2012 – August 2012

- Facilitated daily arts and crafts, sports, and other recreation activities for elementary school aged campers
- Ensured that camp policies were always enforced and campers were safe
- Collaborated with fellow counselors to coordinate major camp events

## **Education**

---

**Temple University, Klein College of Media and Communication** Bachelor  
of Arts in Journalism, Minor in Spanish

Study Abroad Semester: Spring 2018, University of Havana, Cuba

## **Accomplishments**

---

- Finalist for the [2019 EPPY Award](#) for Best Business Reporting with under 1 million unique monthly visitors for [North Philadelphia: Black Business List a Crucial Part of Support Network for Black Entrepreneurs](#)
- Work featured in [MFON: Women Photographers of the African Diaspora \(2017\)](#), a photography book celebrating work from black female photographers
- Awarded 2016 Student Keystone Press Honorable Mention for Feature Photo -The Temple News, [Flipping Breakdance on its Head](#)

# DAVID W. CASH, PH.D.

(b) (6)

---

## EDUCATION

**Harvard University, Kennedy School of Government**, Cambridge, MA (1994–2001)

Ph.D. in Public Policy, June, 2001. Concentration in Environment and Natural Resources.

**Lewis and Clark College Graduate School of Professional Studies**, Portland, OR (1989–1990)

M.A.T., Science Education; August, 1990; Honors: Recipient of Murdock Science Education Scholarship; Graduation class speaker.

**Yale University**, New Haven, CT (1983–1987)

B.S. (Intensive), Biology; May, 1987; Honors: Cum Laude; Henry E. Ellsworth Prize for Senior Research.

---

## PROFESSIONAL EXPERIENCE

**Dean**, John W. McCormack Graduate School of Policy and Global Studies, Univ. of Massachusetts Boston (July 2015 – present)

- Leading the academic, financial, development, and outreach efforts of the only *public* public policy school in the Boston area with a mission to teach, conduct research and strategically engage governments and communities to advance social justice and equity from the local to the global scales.
- Successfully navigating multiple years of budget crisis and instability to maintain the quality of education, research and service that is at the core of our mission.

**Volunteer**, Biden-Harris policy committee (Aug. 2020 – Nov. 2020); **Advisory Board**, Greentown Labs (2015 – present); **Board of Directors**, E4theFuture (2017 – present); **Board of Directors**, A Better City (2018 – present); **Fellow**, Harvard U. Center for the Environment (2015-present); **Steering Committee**, MA Executive Office of Energy and Environmental Affairs 80x50 roadmap for achieving greenhouse gas reductions (June 2019 – December 2020).

**Commissioner**, Department of Environmental Protection, Commonwealth of Massachusetts (March 2014 – January 2015)

- Developed and implemented nation-leading science-based environmental, climate, environmental justice, clean energy, water and waste management regulatory programs, with a focus on results-oriented environmental policy that drives economic development/innovation and provides clarity, certainty, and transparency for the regulated community.
- Inspired and managed staff of 800, and budget of >\$100M.

**Commissioner**, Department of Public Utilities, Commonwealth of Massachusetts (June 2011– March 2014)

- Responsible for regulatory oversight of investor-owned electric power, natural gas, and water utilities, overseeing staff of 150 and budget of \$19M; focused on reliability, affordability, low-income support and a regulatory pathway to a clean energy future.
- Member of National Association of Regulatory Utility Commissioners; participated in NARUC/USAID delegation to Tanzania and Ghana to assist in developing clean energy legislation and regulations.

**Undersecretary for Policy**, Executive Office of Energy and Environmental Affairs, Commonwealth of Massachusetts (January 2011– June 2011); **Assistant Secretary for Policy** (January 2007 – January 2011)

- Advised the Secretary of Energy and Environment on a wide array of environmental and energy issues including clean energy development, climate change, ocean and coastal zone management air and water quality, and waste management.



- On the senior team that drafted and shepherded passage of ground-breaking energy and environmental legislation: *Green Communities Act*, *Green Jobs Act*, *Global Warming Solutions Act*, and *Oceans Act*, catalyzing MA ascendancy to #1 in the nation in energy efficiency, and leadership in solar deployment, electric vehicle incentives and clean energy job growth
- Led development of the *MA Clean Energy and Climate Plan for 2020* and *MA Climate Change Adaptation Report*.
- Oversaw interagency staff and collaborated with nine other northeastern states in the development of the Regional Greenhouse Gas Initiative (RGGI) – the nation’s first CO<sub>2</sub> cap-and-trade program.

**Director of Air, Energy & Waste Policy**, Executive Office of Environmental Affairs, Commonwealth of Massachusetts (July 2005–December 2006); **Director of Air Policy**, (September 2004– July 2005)

- Policy director for the Secretary of Environment on array of air, energy and waste related issues.
- Lead secretariat analyst in the negotiations and development of the Regional Greenhouse Gas Initiative (RGGI).

**Lecturer in Environmental Science and Public Policy**, Harvard University, Cambridge, MA (2002–2004)

- Developed new introductory course in Environmental Science and Public Policy focusing on interdisciplinary political, economic and scientific analysis of domestic and international environmental and energy issues.

**Research Fellow**, Environment and Natural Resource Program/Center for International Development/Center for Science and International Affairs, Kennedy School of Government, Harvard University, Cambridge, MA (1996–2004)

- Conducted research and application of the role of science in environmental and technology policy with a focus on climate and energy in U.S. and developing country contexts.

**Global Environment Policy Intern**, White House, Council on Environmental Quality, Washington, D.C. (1995)

- Drafted policy briefs on climate change, biodiversity, ozone and environmental security for Associate Director for the Global Environment.

**Science Teacher**, Public Schools, Amherst, MA and Portland, OR (1989–1993)

- Taught hands-on critical exploration labs, and developed curriculum based on science, technology and values.

## PUBLICATIONS

### Refereed Journal Articles

- Cash, D.W., and P.G. Belloy (2020) *Salience, Credibility and Legitimacy in a Rapidly Shifting World of Knowledge and Action*. *Sustainability*, 12(18), 7376; <https://doi.org/10.3390/su12187376>
- Cash, D.W. (2017) *Choices on the road to the clean energy future*. *Energy Research and Social Science*, 35, pp.224-226.
- Cash, D.W. (2016) *Commentary: Agency Transformation, Trade-Offs, and Tracking Success*. *Public Administration Review*, 76(3), pp.412-413.
- Buizer, J., K. Jacobs, D.W. Cash (2010) *Making Short-Term Climate Forecasts Useful: Linking Science and Action*. *Proceedings of the National Academy of Sciences of the United States of America*, doi:10.1073/pnas.0900518107.
- Tomich, T.P., D.W. Timmer, S.J. Velarde, J. Alegre, V. Areskoug, D.W. Cash, A. Cattaneo, P. Ericksen, L. Joshi, J. Kasyoki, C. Legg, M. Locatelli, D. Murdiyarso, C. Palm, R. Porro, A.R. Perazzo, A. Salazar-Vega, M. van Noordwijk, S. Weise, D. White (2007) *Integrative science in practice: Process perspectives from ASB, the Partnership for the Tropical Forest Margins*, *Agriculture, Ecosystems & Environment*, 121(3) pp. 269-286.
- Cash, D.W., W. Adger, F. Berkes, P. Garden, L. Lebel, P. Olsson, L. Pritchard, and O. Young. (2006) *Scale and Cross-Scale Dynamics: Governance and Information in a Multilevel World*. *Ecology and Society*, 11(2): 8.
- Cash, D.W., J. C. Borck and A. G. Patt (2006) *Countering the Loading Dock Approach to Linking Science and Decision Making: Comparative Analysis of El Niño/Southern Oscillation (ENSO) Forecasting Systems*. *Science, Technology, and Human Values*. *Science, Technology, and Human Values*, 31, pp. 465-494.



- Patt, A., Bowles, H.R., and **D.W. Cash**, (2006) *Mechanisms for Enhancing Credibility of an Advisor: Prepayment and Aligned Incentives*. Journal of Behavioral Decision Making, 19: 347–359
- Cash, D.W.**, W. C. Clark, F. Alcock, N. M. Dickson, N. Eckley, D. Guston, J. Jäger and R. Mitchell (2003). *Knowledge Systems for Sustainable Development*. Proceedings of the National Academy of Sciences of the United States of America 100: 8086-8091.
- Cash, D.W.** (2001) “In Order to Aid in Diffusing Useful and Practical Information”: *Agricultural Extension and Boundary Organizations*. Science, Technology, and Human Values, 26:4, pp. 431-453.
- Cash, D.W.** (2000) *Distributed Assessment Systems: An Emerging Paradigm of Research, Assessment and Decision-Making for Environmental Change*. Global Environmental Change, 10:4, pp. 241-244.
- Cash, D.W.** and S.C. Moser (2000) *Linking Global and Local Scales: Designing Dynamic Assessment and Management Processes*. Global Environmental Change, 10:2, pp. 109-120.
- Cash, D.** and Carew, T.J. (1989) *A Quantitative Analysis of the Development of the Central Nervous System in Juvenile *Aplysia californica**. Journal of Neurobiology, 20:1, 25-47.

### Book Chapters and Edited Book

- Mitchell, R., W. Clark, **D.W. Cash** and N. Dickson, eds. (2006) Global Environmental Assessments: Information and Influence. Cambridge, MA, MIT Press.
- Clark, W., R. Mitchell, and **D.W. Cash** (2006) *Evaluating the Influence of Global Environmental Assessments in Global Environmental Assessments: Information and Influence*. R. Mitchell, W. Clark, **D. W. Cash** and F. Alcock, eds. Cambridge, MA, MIT Press, pp. 1-28.
- Cash, D.W.** (2006) *Mining Water, Drying Wells: Multi-Level Assessment and Decision Making for Water Management in Global Environmental Assessments: Information and Influence*. R. Mitchell, W. Clark, **D. W. Cash** and F. Alcock, eds. Cambridge, MA, MIT Press, pp. 271-305.
- Clark, W., R. Mitchell, **D.W. Cash** and F. Alcock (2006) *Information and Influence in Global Environmental Assessments: Information and Influence*. R. Mitchell, W. Clark, **D. W. Cash** and F. Alcock, eds. Cambridge, MA, MIT Press, pp. 307-338.
- Polisky, C. and **D.W. Cash** (2005) *Drought, Climate Change and Vulnerability: The Role Of Science and Technology in a Multi-Scale, Multi-Stressor World in Drought and Water Crises: Science, Technology, and Management Issues*, D. Wilhite, ed. Amsterdam, Marcel Drekker, pp.215-245.
- Mitchell, R., W. Clark, **D.W. Cash** and F. Alcock (2004) *Science, Scientists, and the Policy Process: Lessons from Global Environmental Assessments for the Northwest Forest in Forest Futures: Science, Politics and Policy for the Next Century*. K. Arabas and J. Bowersox, eds. Lanhan, MD, Rowan and Littlefield, pp. 95-111.
- Dolšák, N., E.S. Brondizio, L. Carlsson, **D.W. Cash**, C.C. Gibson, M.J. Hoffman, A.Knox, R. Meinzen-Dick, and E. Ostrom  
Cash, D.W. (2003) *Adaptation to Challenges in The Commons in the New Millennium: Challenges and Adaptation*, N. Dolšák and E. Ostrom, eds. Cambridge, MA, MIT Press, pp. 337-359.
- Cash, D.W.** (2001) *Beyond Cute and Fuzzy: Science and Politics in the U.S. Endangered Species Act in Protecting Endangered Species in the United States: Biological Needs, Political Realities, and Economic Consequences*, J. Shogren and J. Tschirhart, eds. Cambridge, UK, Cambridge University Press, pp. 106-137.

### Op-eds, Working Papers, Reports, and other Publications

- S. Atyia Martin and **Cash, D.W.** (2020) *The Intersection of the Climate Crisis and Social Justice*. Boston Globe, October 23, 2020.
- Cash, D.W.** (2020) *From COVID Economy to Clean Energy Economy*. McCormack Speaks Blog, October 21, 2020.
- Cash, D.W.** (2020) *Ending the Myth of the Environment Versus the Economy*. Tampa Bay Times, September 14, 2020.
- Cash, D.W.** (2020) *The Cost of Abandoning Norms*. Commonwealth Magazine, April 8, 2020.
- Cash, D.W.** (2019) *How Energy Efficiency Delivers Green Dividends in Red and Blue States*. The Conversation, February 14, 2019.
- Cash, D.W.** (2017) *Who Has the Keys to Electric Vehicles*. Boston Globe, September 25, 2017.
- Cash, D.W.** (2017) *Trump’s Puzzling Clean Energy Stance*. Commonwealth Magazine, March 8, 2017.



- Cash, D.W.** (2016) *The Lasting Legacy of John McCormack*. Boston Globe, December 19, 2016.
- Cash, D.W.** (2016) *State on Verge of Clean Energy Transformation: Carbon Fee or RGGI Expansion Final Puzzle Piece*. Commonwealth Magazine, September 18, 2016.
- Cash, D.W.** (2016) *The Paris Agreement: The First Local Global Environmental Pact*. The Conversation, January 8, 2016.
- Cash, D.W.** (2015) *Paris Climate Summit Needs to Create Global Framework*. Boston Globe, November 28, 2015.
- Cash, D.W., M. Ivanova, and S. Vavilov** (2015) *Massachusetts Energy and Climate Landscape: Opportunities and Challenges*, a working paper prepared for the Massachusetts Delegates as part of the bilateral legislative cooperation agreement between the Massachusetts General Court and the Quebec National Assembly.
- Cash, D.W.** (2014) *Water Rules Sensible, Balanced*. Worcester Telegram & Gazette, July 10, 2014.
- Massachusetts Clean Energy and Climate Plan for 2020* (2010) A Report to the Great and General Court Pursuant to the Global Warming Solutions Act, (lead author).
- Massachusetts Climate Change Adaptation Report* (2011) Submitted by the Executive Office of Energy and Environmental Affairs and the Adaptation Advisory Committee, (chair).
- Cash, D.W.** (2003) *Innovative Natural Resource Management: Nebraska's Model for Linking Science and Decisionmaking*. Environment. 45:10, pp 8-20.
- Cash, D.W.** (1998) *Assessing and Addressing Cross-Scale Environmental Risks: Information and Decision Systems for the Management of the High Plains Aquifer*. BCSIA Disc. Paper E-98-17, JFK School of Government, Harvard U.
- Cash, D.W. and S. C. Moser** (1998) *Information and Decision Making Systems for the Effective Management of Cross-Scale Environmental Problems: A Theoretical Concept Paper*. Background paper for the workshop "Local Response to Global Change: Strategies of Information Transfer and Decision Making for Cross-Scale Environmental Risks", BCSIA, JFK School of Government, Harvard University.
- National Center for Environmental Decision-Making Research (1998) *Stakeholder Participation in the U.S. National Assessment of Possible Consequences of Climate Variability and Change: Suggested Guidelines for Doing it Right*. Technical Report NCEDR/98-19. Oakridge, TN: ORNL, TVA, Univ. of Tennessee, (contributor).
- Cash, D.W.** (1997) *Local Response to Global Change: Creating Effective Bridges between Science, Policy and Action*, Briefing document for the workshop on Regional Climate Change Impacts on Great Plains Ecosystems, Colorado State University, April 1997.
- Cash, D.W.** (1996) Book review of *The Economics and Ecology of Biodiversity Decline: The Forces Driving Global Change* by Timothy M. Swanson. The Journal of Economic Literature, 34: 2002-3.

---

## ACADEMIC PRESENTATIONS

- Truth and Consequences: COVID, Climate and National Security in the Age of Trump*. McCormack Graduate School, UMass Boston, Boston, MA, October, 2020.
- COVID-19 and Climate: Policy and Practice*. Earth Week 2020 @ UMass Boston. Boston, MA, April 2020.
- A Global Climate Modeler, a Farmer and a Mayor Walk into a Bar: Sustainability in a Globally Local World*. Spring 2019 Biology Seminar Series: Sustainability Symposium. UMass Boston, Boston, MA, March 2019.
- Synergies and Conflict: Offshore Wind Governance in Linked Local, State, National and International Contexts*. Northeastern University and the Office of Science & Technology of the Embassy of France, Boston, MA, March 2018.
- Science and Policy in an Era of Alternative Facts: Exploring the Interface in Contentious, Uncertain and Complex Arenas*. Arizona State University School for the Future of Innovation in Society, Phoenix, AZ, February 2017.
- Deconstructing the Science Policy Interface in a "Post-Truth" Era*. UA Science Diplomacy Seminar Series. University of Arizona, Tucson, AZ, February 2017.
- Models of Linking Research and Policy Making: An Exploration of the Boundary of Knowledge and Action between Government Decision Makers and Academics*. Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Annual Conference, Columbus, OH, October 2016.



*Science and Policy in the Crucible: Exploring the Interface in Contentious, Uncertain and Complex Arenas*. 32nd Annual International Conference on Soils, Sediments, Water, and Energy, Amherst, MA, October 2016.

*Carbon Markets in North America*. Moderator. MIT Center for Energy and Environmental Policy Research, Cambridge, MA April 2016.

*"It is not down in any map; true places never are": Science, Society and Oceans*. 2016 Public Policy Forum, Science and Solutions for a Resilient Ocean, Washington DC, March 2016.

*Good Environmental and Energy Policy is Good Economic Policy: The Case of the Clean Energy Revolution in Massachusetts*. Sustainability Program, Rotterdam School of Management, Erasmus University, November 2015.

*Action at the Science-Policy Interface: Information at the Boundary of Decision Making*. Berlin Conference on the Human Dimensions of Global Environmental Change, Berlin, Germany, October 2012.

*So What? Do you believe it? Was it fair?: Producing Salient, Credible and Legitimate Science*. Pardee Keynote Symposia, Geological Society of America Annual Meeting, Salt Lake City, Utah, October 2005

*S&T Private-Public Partnerships for Sustainable Development: Toward What End? With What Means?* Open Meeting of the Human Dimensions of Global Change Research Community, Montreal, Canada, October 2003.

*Linking Science to Policy: Institutional Dimensions of Global Environmental Assessments*. Open Meeting of the Human Dimensions of Global Change Research Community, Montreal, Canada, October 2003.

*Science in the Crucible: The Changing Role of Research in Natural Resource and Environmental Management*, Invited speaker, the U.S. Geological Survey, Science Impact Seminar, Reston, VA, June 2003.

*Integrating Information across Agencies and Disciplines: Hard Data to Inform Policy*, Invited speaker, the U.S. House of Representatives Select Committee on Homeland Security, Staff Briefing, Washington, D.C., June 2003.

*Science and Technology for Sustainable Development*, Invited speaker, the International Research Institute for Climate Prediction, Columbia University, Palisades, New York, April 2003.

*S&T and Global-Local Institutions in a Globalizing World*, The Research Symposium with the Next Generation of Leaders in Science and Technology Policy, Washington, D.C., November 2002.

*The Road from Johannesburg: Science, Technology and Sustainable Development*, Invited Speaker, Yale School of Forestry, Tropical Resources Institute, New Haven, CT, October 2002.

*The Institutional Challenges of Producing Salient, Credible, and Legitimate Regional Integrated Assessments*, Invited Speaker, International Workshop on Regional Integrated Assessment of Climate Impacts, Il Ciocco, Italy, September 2002.

*Science & Technology and the Sustainability Transition*, Invited Speaker, Industrial Ecology Gordon Research Conference, Colby-Sawyer College, New London, NH, June 2002.

*Integrating Information and Decision Making in a Multi-Level World*. Invited speaker. Stanford University, Center for Environmental Science and Policy Environmental Forum, Stanford, CA, October 2001.

*Matching Social and Biogeophysical Systems: Challenges for Designing Information Systems which Link Local Through Global Knowledge, Research, and Assessment*. Open Meeting of the Human Dimensions of Global Change Research Community, Rio de Janeiro, Brazil, October 2001.

*Local Responses to Global Change*. Invited panel discussant. Open Meeting of the Human Dimensions of Global Change Research Community, Rio de Janeiro, Brazil, October 2001.

*Linking Global Change and Local Realities: Distributed Research, Assessment, and Decision Making Systems*. Panel Chair and Discussant. Open Meeting of the Human Dimensions of Global Change Research Community, Rio de Janeiro, Brazil, October 2001.

*Distributed Research, Assessment and Decision Support Systems*. Invited presenter. National Research Council, Committee on Global Change Research Meeting, Washington, D.C., April 2001.

*Cross-scale Information and Decision Making Systems for Common Pool Resources: Water Management of the Ogallala Aquifer in the U.S. Great Plains*. The International Association for the Study of Common Property (IASCP), 2000 Conference "Constituting the Commons: Crafting Sustainable Commons in the New Millennium", Indiana University, Bloomington, Indiana, June 2000.

*Linkage across Levels of Organization*. Invited panel discussant. IASCP, 2000 Conference "Constituting the Commons: Crafting Sustainable Commons in the New Millennium", Bloomington, Indiana, June 2000.

*"In order to aid in diffusing useful and practical information": Boundary Organizations and Agricultural Extension*. Invited presenter. Workshop on Boundary Organizations in Environmental Policy and Science, Rutgers University, New Brunswick, NJ, December 1999.



## **SPEECHES, KEYNOTES AND PRESENTATIONS**

20/20 Cleantech Forum  
Advanced Energy Economy  
Alliance for Business Leadership  
American Assoc. of Physics Teachers  
American Institute of Chemical Engineers  
Assoc. of Energy Engineers Energy Outlook Forum  
Boston Bar Assoc. New England School of Law  
Brandeis Clean Energy Conference  
Cambridge Science Festival  
Clark U., National Teach-In on Global Warming Solutions  
Climate Adaptation Forum  
Council of State Governments/Eastern Regional Conference  
Electricity Restructuring Roundtable  
Energy Restructuring Roundtable  
Energy Storage Association  
Environmental Business Council of New England  
Environmental Council of the States  
Environmental Markets Association  
European Union Commission for the Environment Panel on Climate and Energy  
FutureBOSTON: Designing Competitive Edge in the Global Economy  
Governing Magazine  
Governors' Global Climate Summit, California  
Green Cities Conference Northeast Urban Observation Network  
Harvard Electricity Policy Group  
HubWeek  
ISO-New England  
Israeli Consulate, Ending Oil Dependency with New Models of Transportation  
Law Seminars International  
Massachusetts Climate Action Network  
Massachusetts Energy Forum  
Massachusetts Licensed Site Professionals Association Annual Meeting  
Massachusetts Sustainable Campuses & Communities Conference  
MIT Crowds and Climate Conference  
MIT New Ecology, Inc., Sustainable Development Forum  
National Association of Utility Commissioners  
National Council of State Legislatures  
National Governors Association  
New England Conference of Public Utilities Commissioners  
New England Energy Conference and Exposition  
New England Governors and Eastern Canadian Premiers  
New England Public Finance Conference  
New England's Consumer Liaison Group  
Northeast Energy and Commerce New England Energy Conference  
Northeast Clean Energy Council  
Northeast Energy Efficiency Council and the Association of Energy Service Professionals  
Northeast Fisheries Summit, New Bedford  
Northeast Sustainable Energy Association  
Platts 2012 Transmission Planning and Development Plug-in 2014, California  
Resources for the Future (RFF) and the Electric Power Research Institute (EPRI)  
Solar Energy Business Assoc. of New England  
Solar Power International  
The Council of Governments, Eastern Regional Conference - Energy Challenge for the NE  
The International Carbon Action Partnership/International Emissions Trading Assoc.  
University of Massachusetts at Amherst Global Climate Change/Transport Symposium  
Urban Land Institute, Boston in 2050  
U.S. DOE National Community Solar Partnership Northeast Regional Workshop  
Water and Energy Utility Resilience Workshop, U.S. Fish and Wildlife Service  
Weather Risk Management Association  
Western Massachusetts Energy Forum  
WHOI/MIT Joint Panel on Science and Policy-Making  
World Bank: Social, Urban, Rural Resilience

## **OTHER PUBLICATION/PRESENTATION/ACTIVITIES**

Recipient of awards and fellowships from US EPA, Environmental League of Massachusetts, Harvard U., Institute for the Study of World Politics, Howard Hughes Foundation, Earthwatch, and the Environmental Leadership Program.

### **Provided Formal Testimony:**

U.S. House Committee on Science, Space and Technology: EPA Clean Power Plan  
U.S. House Energy and Commerce Committee: Modernizing the Business of Environmental Regulation and Protection  
California Air Resources Board  
U.S. Environmental Protection Agency  
Massachusetts Great and General Court, various committees



Reviewer:

*Climatic Change*  
*Ecosystems*  
*Elementa: Science of the Anthropocene*  
*Evidence and Policy*  
*Journal of Environmental Planning & Management*  
*Marine Policy*  
*Nature Sustainability*  
*Proceedings of the National Academy of Sciences*  
*Science, Technology, and Human Values*  
*Science and Public Policy*  
Rowman & Littlefield Publishers  
National Research Council, Committee on the Human Dimensions of Global Change

Grant reviewer:

Environmental Protection Agency, Global Change Research Program, Office of Research and Development  
National Oceanic and Atmospheric Administration, Office of Global Programs  
National Science Foundation/Environmental, Social and Behavioral Sciences Unit

Invited Guest Lecturer:

Boston University, Geography and Environmental Studies  
Boston University Law School, Advanced Environmental Law  
Clark University, Department of Geography  
Hampshire College, U.S. Climate Law and Policy  
Harvard University, Environmental Science and Public Policy Kennedy School of Government, Management  
Massachusetts Institute of Technology, Environmental Policy and Planning  
Northeastern University, Policy Advice to the Next President  
Olin College, Environmental Studies  
Wellesley College, Environmental Studies  
Yale University, School of Forestry and Environmental Studies

Media, Interviews, etc.:

Argus Air Daily	Inside EPA	The Conversation
Attleboro Sun-Chronicle	Living on Earth	The Guardian Newspaper (U.S. edition)
Berkshire Eagle	Lowell Sun	The Hampshire Gazette
BioCycle Magazine	Manchester Cricket	The Patriot Ledger
Boston Business Journal	Media Lab @Pacific Lutheran University	The Salt (NPR's food-focused web site)
Boston Globe	MetroWest Daily News	U.S. News and World Report
Boston Globe Magazine	New England Cable News	Wall Street Journal
Cape Cod Times	New York Times	Waltham News
CBS Channel 4, Boston	Nightside with Dan Rea	WAMC Radio, Pioneer Valley
Channel 22, Springfield	NPR Radio, Western MA	WATD Radio, Marshfield
Channel 3 Cable TV, Worcester	Platt's Energy Daily	WBUR Radio, Boston
Channel 3, Springfield	Radio Boston	WBZ Radio
Channel 5, Boston	Resource Recycling Magazine	WFCR Radio, Amherst
Christian Science Monitor	SNL Energy Report	WGBH, Radio
ClimateWire	Soil & Mulch Producers Magazine	Wicked Local News Network
CommonWealth Magazine	Springfield Republican	Worcester Business Journal
E&E News	Stanford Social Innovation Review	Worcester Telegram & Gazette
Fitchburg Sentinel & Enterprise	Statehouse News Service	WWLP TV, Springfield
Gardner News	Sustainable City Network	Yale Climate Connections Network
Gloucester Times	Newsletter	Yale Environment 3
Greater Boston with Emily Rooney	The Brockton Enterprise	
Greenwire		
iBerkshires.com		

# ROYCE CHEN

(b) (6)

## EDUCATION

**University of Illinois at Urbana – Champaign, GPA: 3.73/4.00** **Champaign, IL**  
B.S. in Chemical Engineering with Distinction | B.A. in Philosophy **December 2018**

- Selected by faculty for 1 of 27 Merit Scholarships from ~650 Chemical Engineering Students, 2017-2018
- A “Teacher Ranked as Excellent by Their Students” for Spring 2018 (13 of 62 TAs) and Fall 2018 (12 of 52)

## EXPERIENCE

**Office of Congresswoman Brenda L. Lawrence, U.S. House of Representatives** **Washington, D.C.**  
*Legislative Assistant* **May 2022 - Present**

- Advised the Member on these areas: Energy, Environment, Health, Education, Labor, Science, and Technology
- Prepared the Member with memos, talking points, question lines for House Committee on Appropriations hearings and bill markups for the following Subcommittees: LHHS; Science part of CJS; Interior; and Energy & Water
- Acted as primary liaison for the New Democrat Caucus and Skilled Workforce Caucus (Member is Co-Chair)
- Organized a digital equity roundtable with FCC Chair Rosenworcel and other Michigan leaders in Detroit
- Passed an amendment for H.R. 2543, the *Financial Services Racial Equity, Inclusion, and Economic Justice Act*
- Managed the internship program, including hiring and training, and oversaw an active correspondence program

*Asian Pacific American Institute for Congressional Studies Racial Equity Fellow* **December 2021 - May 2022**

- Advanced the Member’s priorities by working with Leg Counsel, committee staff, and stakeholders in drafting and introducing H.R. 6546, the *Wireless Electric Vehicle (EV) Charging Grant Program Act of 2022*
- Led appropriations submissions for the THUD, E&W, and Interior Subcommittees, and assisted with the FSGG Subcommittee, including drafting report language and handling community project funding requests
- Drafted letters on behalf of the Member, Congressional Black Caucus, and Democratic Women Caucus, including a letter signed by 66 members urging the Department of Transportation to have accurate female crash test dummies
- Passed an amendment for H.R. 4521, the *COMPETES Act* to ensure equitable water systems research
- Coordinated with D.C. and District staff to host a women's businesses roundtable with SBA Administrator Guzman

*Legislative Intern* **September - November 2021**

- Wrote memos for the Member and staff for administration meetings, environment, and financial services issues
- Assisted in drafting speeches, letters, tweets, press releases, newsletters and talking points for the Member

**Office of D.C. City Councilmember Christina Henderson** **Washington, D.C.**  
*Urban Leaders Fellow* **May 2021– August 2021**

- Drafted bill text to increase payments from D.C.’s Supplemental Nutrition Assistance Program (SNAP) for over 100,000 residents: eventually introduced as Bill 24-600, the *Give SNAP a Raise Amendment Act of 2022*
- Conducted community outreach with stakeholders to increase the number of grocery stores in Wards 5, 7, and 8

**Teach for America at TECH Freire Charter High School** **Philadelphia, PA**  
*Math Teacher & After School Math Center Director* **June 2019 – July 2021**

- Taught over 200 students, including two classes that grew 1.4-grade levels on their benchmarks in 10 months
- Created a data measurement program to track, analyze, and improve the math curriculum schoolwide

**BP, Downstream Engineering Cooperative Program (3 Rotations Throughout College)** **Multiple Locations**  
*Process Engineering Co-op (Blaine, WA)* **May – August 2018**

- Optimized the chemistry for treating 400,000 gallons/day of wastewater, ensuring environmental compliance

*Process Engineering Co-op (Whiting, IN)* **May – August 2017**

- Automated acid readings from the alkylation unit and initiated a projected savings of \$240,000 per year
- Designed tests on the fluidized catalytic cracking unit, recovering a potential ~12,000 barrels of oil per day

## SKILLS, LANGUAGES, AND INTERESTS

**Skills:** Intranet Quorum, Photo/Video Editing, Programming (Python), Microsoft Office, and Google Suite

**Languages:** English (Native), Mandarin (Fluent)

**Interests:** Soccer, Hiking, Volunteering, Cooking



# ALEKSANDRA CZULAK

(b) (6)

## PROFESSIONAL EXPERIENCE

**Engagement Manager, McKinsey & Company, Chicago, IL** August 2017 – August 2019, July 2020 – Present

- 15+ engagements; 40% in public and social sectors, 60% focus in healthcare with public and private healthcare payers
- Office leadership: team leader champion for employee / team engagement, Midwest Business Analyst Leadership Team - led fall training with \$15K budget, revamped bi-monthly newsletter, presented survey data to firm leadership
- Pro bono: managed 4-person team for an impact assessment for local division of a global affordable housing org; developed 5-year growth strategy through analysis and interviews for a \$8M HIV/AIDS social service non-profit
- COVID-19 human capital and public health response*
- Led teams at 2 U.S. states to reduce unemployment insurance backlogs while building analytical capabilities and transitioning initiatives to internal team, set up and improved reemployment programs, revamped claimant experience through initiatives informed by executive workshops and 2k+ responses from claimant experience survey
- Led team to coordinate post-payment and program integrity activities for \$175B COVID-19 relief fund for healthcare providers, rapid response across issues, risk mitigation, coordinating priority activities, and top team workshops
- Growth strategy and improving organization structure, processes, and effectiveness*
- Led team with foundation on their 3-year strategy to bend the U.S. healthcare cost curve
- Co-developed Medicaid agency's org strategy transition from fee-for-service to managed care / payment model reform
- Developed board governance strategy with a stakeholder needs assessment for a 40K+ student public university
- Supported multiple healthcare payers and service providers with their growth strategies, including comprehensive diagnostics, assessment of care management programs, and enterprise level strategy and implementation planning

**Fellow, Civic Consulting Alliance, Chicago, IL** August 2019 – June 2020

- Supported Chicago COVID-19 public health response, including ensuring delivery system capacity and scaling testing and tracing, multi-stakeholder comms, reopening plans, population health interventions for vulnerable groups
- Set up PMO for universal Pre-K and early literacy initiatives for Chicago Public Schools and Mayor's Office through workshops with senior leaders; coached 2 newly hired staff on tools and metrics for performance management

**Intern, National Economic Council, The White House, Washington, D.C.** May – August 2016

- Team member of the healthcare, Veterans affairs, energy, and youth employment economic policy portfolios
- Supported coordination of multi-sector White House Organ Summit; researched Medicare payment reforms
- Identified strategies for the changing demographic profile of Veterans, especially for women Veterans and healthcare
- Analyzed data, reports, and news for energy priorities, including 2016 Federal Automated Vehicles Policy

## EDUCATION

**Bachelor of Arts in Economics; Princeton University, Princeton, NJ** June 2017

- **Major:** Economics (Math Track) | **Minors:** Global Health & Health Policy, Information Technology & Society
- **Awards:** Class of 1901 Medal, recognized as student who did the most for Princeton; Healthier Princeton Advisory Board; McDonald Conference for Leaders of Character at West Point; Women's Center Leadership Award
- **Research:** An analysis of the effects of school closings and openings on crime in Chicago (Adviser: Janet Currie); The effect of All Kids Insurance in Illinois: Did expansion influence crowd-out? (Adviser: Ilyana Kuziemko)
- **Activities:** President of Undergraduate Student Government (formerly VP, Secretary), Women in Economics & Policy co-founder, Residential Advisor, Entrepreneurship Club Speaker Series

## PUBLIC SERVICE & LEADERSHIP EXPERIENCE

**Mentor, Chicago Scholars, Chicago, IL** May 2018 – Present

- Volunteer 100+ hours per year with 20 first-generation high school seniors applying and transitioning to college

**Volunteer Consultant, Compass Pro Bono, Chicago, IL** November 2019 – June 2020

- Co-led team to assess, design partnerships for job training and new revenue for Inspiration Corp, 90+ volunteer hours

## SKILLS & INTERESTS

**Skills:** Tableau, Alteryx, STATA | **Languages:** Polish (Native), German (Conversational), Spanish (Beginner)

**Other interests:** RYT 200 Yoga Teacher Certification (in progress), urban hiking, reading a book a week



**Office of U.S. Representative Raul Ruiz, M.D., Washington, DC**

**Chief of Staff**

**January 2019 to Present**

- Oversee all office functions including management of 16 staff members in DC and California, budget, and operations.
- Developed and implemented 2020 campaign and legislative strategic plan that led to significant national press, the Congressman's most successful legislative session (six pieces of legislation passed into law), and a 60.3% vote share in 2020 election.
- Directed Congressman's successful 2020 campaign for Chairman of the Congressional Hispanic Caucus, including strategy, outreach, and whip count.
- Oversaw Congressman's successful 2020 reelection campaign, including campaign plan development, management of all consultants, and fundraising efforts.
- Develop and maintain key strategic relationships with industry, labor, and constituent organizations both nationally and within California to help advance and promote the Congressman's initiatives.

**Office of U.S. Senator Robert Menendez, Washington, DC**

**Legislative Director**

**February 2014 to January 2019**

- Led the Senator's legislative priority efforts on all policy matters – resulting in the Senator having more bills passed during this time than any other sitting Democratic Senator.
- Directed the Senator's agenda with Senate leadership and floor staff, oversaw floor procedure, and coordinated with key committees, including the Finance, Banking, and Foreign Relations committees.
- Managed 14 legislative staff members and developed and implemented hiring procedures which lead to an increase in legislative staff team racial diversity by 20% and gender diversity by 27%.
- Served as political designee to support the Senator's campaign and fundraising efforts.

**Office of U.S. Representative Linda T. Sanchez, Washington, DC**

**Deputy Chief of Staff**

**December 2011 to February 2014**

- Directed legislative staff, included delegating assignments and reviewing work product. Lead staffer on all policy initiatives with specific focus on healthcare, labor, energy, transportation and homeland security.
- Advised on long term strategy regarding committee assignments, office operations, and staffing.
- Developed district specific legislative proposals to bolster Rep. Sanchez' profile in CA-39.
- Coordinated with communications team to generate media coverage of legislative activity.

**U.S. Department of Homeland Security, Office of Policy, Washington, DC**

**Business Liaison/Projects Manager, Private Sector Office**

**November 2009 to December 2011**

- Presidential Appointee in the Private Sector Office. Implemented public/private partnerships, engagement activities, policy development, and issue campaigns including Human Trafficking Awareness Private Sector Toolkit, 'If You See Something Say Something Campaign.'
- Established procedures to facilitate DHS partnerships with the private sector; primarily guiding companies with the Safety Act certification process, creating a method for the private sector to engage the Commercialization Office within the Science and Technology Directorate, and a formalized method to educate companies about DHS procurement procedures.
- Served as White House liaison for private sector outreach during BP's Deepwater Horizon oil spill cleanup efforts. Developed relationships and engaged over 500 Gulf Coast Region stakeholders on oil spill issues including drilling moratorium, BP claims process, and economic assessment for post spill recovery.

**Office of U.S. Representative Frank Pallone, Jr. Washington, DC**

**Legislative Director**

**February 2005 to April 2006 and April 2007 to November 2009**

- Managed legislative operations including proposals on energy issues, environmental issues, and amendments to transportation legislation; lead staffer for Rep. Pallone on the Energy and Commerce Committee and the Natural Resources Committee.
- Advised Member on all votes on the House floor as well as legislation with a focus on military affairs, foreign affairs, homeland security, labor, energy, environment, trade, and transportation.
- Coordinated and created events in New Jersey and Washington, DC to amplify Rep. Pallone's policy positions.

## **Campaign Experience:**

### **Obama for America/New Jersey's Campaign for Change, Princeton, NJ**

#### **Field Director**

**August 2008 to November 2008**

- Managed and trained 35 field staff and supervised 19 field offices statewide.
- Developed and implemented statewide voter contact program, targeting sporadic Democratic voters, that helped President Obama win NJ by a 15% margin.
- Coordinated efforts to make over 1 million phone calls into NJ and to battleground states. Sent over 5,000 volunteers to PA for GOTV efforts, while running aggressive volunteer GOTV operations throughout NJ.

### **Kathleen Falk for Attorney General, Madison, WI**

#### **Campaign Manager**

**April 2006 to November 2006**

- Managed successful statewide primary campaign against the incumbent Attorney General, utilizing and managing a budget of \$1.6 million dollars.
- Wrote and implemented voter contact plans for the primary and general campaigns including phones, mail, and media.

### **Kerry-Edwards for President, Inc.**

#### **Director of Briefing Material, Washington, DC**

**July 2004 to November 2004**

- Wrote and assembled daily briefings on foreign and domestic policy, media guidance, politics, and events for the Democratic Vice-Presidential Nominee. Traveled with Senator Edwards to provide daily briefings, logistical and technical support.

#### **National Communications Department, Washington, DC**

**March 2004 to July 2004**

- Cataloged, maintained, and distributed all campaign relevant print and online media.

#### **Regional Field Director, Reno, NV - Tucson, AZ - Los Angeles, CA**

**January/March 2004**

- Developed and administered GOTV action plan for targeted cities.

#### **Field Organizer, Wapello County, IA**

**August 2003 to January 2004**

- Organized and directed the Kerry Campaign's voter identification and GOTV program in Appanoose, Davis and Wapello Counties.

## **Additional Political Background:**

- **2002** – New Jersey Coordinated Campaign, Field Director (New Jersey)
- **2003** – Assemblyman Peter Eagler, Legislative Director (New Jersey)
- **2005** – Corzine for Governor/Targeted NJ Legislative Races, GOTV Operations (New Jersey)
- **2009** – Corzine for Governor, GOTV Advisor (New Jersey)
- **2012** – Democratic Congressional Campaign Committee, Targeted Races, Senior Advisor, (Illinois)
- **2014** – Bergen County Democratic Committee, Jim Tedesco for County Executive, GOTV Director (New Jersey)
- **2016** – Bergen County Democratic Committee, GOTV Advisor (New Jersey)

## **Education**

The Richard Stockton College of New Jersey, B.A., Political Science

## OLIVIA CARPENTER GLENN, MEM

(b) (6)

### EDUCATION:

- 2003**      **Master of Environmental Management, Yale School of the Environment, New Haven CT**  
Focal Area:      Social Ecology and Urban Community Development
- Thesis:      *Rainbows in the Puddles: A Covenant of Hope in Manifest Neglect—A Study of Farnham Park, Camden NJ*
- 2000**      **Artium Baccalaureus, Dartmouth College, Hanover NH**  
Major:      Environmental Studies, Honors in the Major  
Downey Prize in Environmental Studies  
(senior academic prize of Environmental Studies Program)
- Honors Thesis:      *Why We Are One: Merging the Consciousness Between Environmentalists' and Social Activists' Approaches to Urban Community Reinvestment*

### ENVIRONMENTAL LEADERSHIP EXPERIENCE:

- 2020-present**      **Deputy Commissioner, Environmental Justice and Equity, New Jersey Department of Environmental Protection**
- Supervise the Offices of Environmental Justice; Diversity, Inclusion, and Outreach; Equal Employment Opportunity and Public Contract Assistance; Public Participation and Environmental Education; and Chair the Steering Committee of the Community Collaborative Initiative
  - Advance environmental justice and equity across all departmental program areas through shaping priorities, initiatives, stakeholder engagement, and outreach
  - Lead the implementation of Executive Order 23 mandates for a Guidance Document, Environmental Justice Interagency Council, Environmental Justice Advisory Council, and coordination of workshops and training to advance environmental justice within the department and across the executive branch
  - Co-lead the rule writing and stakeholder engagement for the environmental justice law
  - Expand outreach for engagement in communities of color and marginalized communities
- 2018-2020**      **Director, Division of Parks and Forestry**  
**New Jersey Department of Environmental Protection**
- Supervised the Department's largest Division which comprises nearly 300 full-time staff and 900 part-time staff in the protection, conservation, and enjoyment of New Jersey's 452,000 acres of parks, forests, historic sites, recreation areas, and marinas for its 17 million annual visitors
  - Led the Division in the first four months of the COVID-19 pandemic through shaping the implementation of every issued Executive Order for modified park staffing, visitation, and operations; enhanced public health and safety considerations for staff and visiting public in



- accordance with guidance from New Jersey Department of Health and Centers for Disease Control; and launched strategic communications platforms to maintain virtual public connectivity through #njparksfromhome social media campaign
- Responsible for oversight of Corporate Business Tax allocations and State Appropriation of over \$23 million
- Launched nationally awarded Employee Appreciation program that fostered greater cohesion and boosted morale within the Division
- Enhanced strategic social media engagement with new campaigns, including #iheartnjparks and #iheartnjforests
- Boost outreach of social media that reaches over 110,000 Facebook followers and over 1,000 new Instagram followers

**2014-2018      Regional Manager, South Jersey Metro  
New Jersey Conservation Foundation**

- Led New Jersey's advancement and promotion of the Circuit Trails, a bistate regional trail network within the Delaware Valley Regional Planning Commission metropolitan planning area
- Led the Diversity, Equity, and Inclusion initiative for the Alliance for Watershed Education of the Delaware River, a network of 23 environmental education centers in NJ, PA, and DE
- Oversaw the successful planning, land transfer, and management of Gateway Park, a twenty-year effort that had been at an impasse
- Participated in open space and regional trail planning efforts ranging from
- Contributed to the equity policy within NJ Department of Transportation's *Complete and Green Streets for All* Model Complete Streets Policy and Guide

**2006-2009      Special Assistant to the Deputy Commissioner, Office of the Commissioner  
New Jersey Department of Environmental Protection**

- Wrote correspondence, provide analysis, conduct research and prepare reports for the Deputy Commissioner on key issues and initiatives
- Managed special projects, including Great Falls State Park in Paterson and Office of Dr. James Still State Historic Site, New Jersey's first African American State Historic Site
- Authored traveling exhibit entitled: "**Oh Freedom!** Blacks on the Battlefield and in the Aftermath of the American Revolutionary War in New Jersey"

**2004-2006      Urban Initiatives and Outreach Coordinator, Office of the Director  
Division of Parks and Forestry, New Jersey Department of Environmental Protection**

- Created new programming to service increasingly diverse park and historic site patronage
- Coordinated Department managers toward the designation of new urban state parks
- Represented DEP on committee for national design competition for new urban state parks

**GOVERNOR'S OFFICE WORK EXPERIENCE:**

**2003              Manager of Briefings, NJ Office of the Governor**

- Wrote, delivered and disseminated Governor's daily briefing package
- Coordinated with state departments and agencies, constituent groups and Governor's staff for briefing completion

- Provided immediate answers to and drafted urgent reports for Governor's concerns during his travel

**2003      Assistant to Deputy Chief of Management and Operations, NJ Office of the Governor**

- Provided staff support to Deputy Chief in providing guidance to the Departments of Agriculture, Community Affairs, Corrections, Environmental Protection, and Human Services
- Provided staff support to Assisted Deputy Chief in advancing critical human services legislation for Office of the Child Advocate
- Supported efforts on prisoner reentry, homelessness, and Garden State Preservation Trust ballot question

**ADDITIONAL ENVIRONMENTAL WORK EXPERIENCE:**

- 2003-2004      Special Assistant to the Commissioner, Office of the Commissioner  
New Jersey Department of Environmental Protection
- 2003              Research Consultant  
Johnson Family Foundation, New York
- 2002              Hixon Fellow  
Hixon Center for Urban Ecology  
Yale School of the Environment
- 2000              ECO Associate  
Environmental Careers Organization, Boston MA  
Placed at U.S. Environmental Protection Agency, Region 2, New York
- 1998              Intern (Unpaid)  
Office of the Commissioner's Environmental Justice Coordinator  
New Jersey Department of Environmental Protection

**NON-ENVIRONMENTAL WORK EXPERIENCE:**

- 2009-2014      Development Manager  
D.U.E. Season Charter School, Camden NJ
- 2000-2001      Urban Fellow  
City of New York Urban Fellows Program  
Placed at New York City Department of Housing Preservation and Development



## SELECT HONORS AND AWARDS:

2018	Camden Environmental Hero Award, Camden Collaborative Initiative
2018	Proclamation Recipient, Camden County Board of Chosen Freeholders
2018	Jury Chair, New Jersey Smart Growth Awards, New Jersey Future
2017	Participant, Emmy Nominated Video, <i>A River Homecoming: Rediscovering the Cooper River</i>
2017	Juror, New Jersey Smart Growth Awards, New Jersey Future
2015	Sustainability Champion Award, Camden County Board of Chosen Freeholders
2014	Recipient, Alumni Recognition Award, Yale School of the Environment
2008	Featured in “Executive Education: Green Degrees” in <i>Black Enterprise</i> Magazine
2005	Graduate, Lead NJ (formerly Leadership New Jersey)
2003	Graduation Speaker, Yale School of Forestry and Environmental Studies
2002	Yale Delegate, 2 <sup>nd</sup> National People of Color Environmental Leadership Summit
2001	Graduation Speaker, New York City Urban Fellows Program
2000	Class Orator, Senior Class Day at Dartmouth College
2000	Nguzo Saba Award for Excellence in Scholarship, Leadership and Service <i>highest honor in the Afro-American community given to a graduating senior</i> Dartmouth College
2000	President William Jewett Tucker Award <i>Awarded to graduating senior that reaches beyond themselves in service to others</i> Dartmouth College
2000	Dean of the College Plate Dartmouth College
1999-2000	Palaeopitus <i>Select members of senior class that advise the President and Dean of the College</i> Dartmouth College
1999-2000	President Afro-American Society at Dartmouth College

## **COMMITTEE AND COMMUNITY SERVICE:**

2019-present Trustee, Little Rock Baptist Church, Camden NJ

2019-present Advisory Board, East Coast Greenway Alliance

2019-present Advisory Board, September 11<sup>th</sup> National Memorial Trail Alliance

2016-2018 Executive Board, New Jersey Environmental Justice Advisory Council

2015-2018 New Jersey Co-Chair, Circuit Trails Coalition

2015-2018 Member, Camden County Open Space Advisory Committee

2015-2018 Member, Pennsauken Township Environmental Commission

2007-2014 Alumni Association Board of Directors, Yale School of the Environment

2003-2014 Class Agent, Yale School of the Environment

2004-2007 Recording Secretary, D.U.E. Season Charter School, Camden NJ

2004-2016 Rhessa Praise Ensemble, Lion of Judah Restoration Ministries Inc., Camden NJ

2000-2003 Class of 2000 Alumni Council Representative, Dartmouth College

2000-2005 Senior Executive Committee, Dartmouth College



# DELIA IRIS GONZALEZ

(b) (6)

For the past 12 years, I have been building coalitions and leading environmental organizations on policy issues including environmental justice, climate change, flooding, and environmental conservation. I am a grassroots organizer and advocate who has built transformative relationships with local, municipal and regional government leaders in two states.

## SKILLS

- Equity & Environmental Justice Policy
- Partnership & Alliance Building
- Network Activation & Coalition Building
- Nonprofit Organizational Leadership
- Environmental Communication
- Community Engagement
- Capacity Building & Training
- Inclusive Facilitation
- Staff & Volunteer Management
- Native Fluency in Spanish

## CAREER HIGHLIGHTS

- Collaborated with Harris County Judge Lina Hidalgo's office to develop and implement the Harris Thrives Initiative for equity in flood protection. (2017-present)
- Collaborated with Houston Mayor Sylvester Turner's Chief Resilience Officer on the City's first sustainability plan, Resilient Houston as Co-Chair of the Equity & Inclusion Committee and serve on the Equity Working Group carrying out implementation. (2019-present)
- Represented the City of Houston in Radhika Fox's National Urban Equity Program led by the US Water Alliance and the Kresge Foundation. (2019)
- Collaborated with Texas Southern University to conduct community-based environmental justice research and to develop a new community environmental leadership program. (2019-present)

## HONORS

- 2021 Hal Suter Environmental Alliance award from Sierra Club Lone Star Chapter
- 2020 Houston Business Journal "Women Who Mean Business" awardee
- 2019 Environmental Reporting award from Sierra Club Houston

## EXPERIENCE

### **Founding Coalition Director — The Coalition for Environment, Equity and Resilience (CEER)**

Nov 2018 — Present | Houston, TX

#### *Building Coalitions*

- Implement the vision set by founding members, which included Dr. Bakeyah Nelson, Dr. Robert Bullard, Dr. Earthea Nance, and Dr. Denae King.
- Establish operations to prioritize goals as the first full time staff for the coalition.

- Moved the coalition to define and initiate major advocacy campaigns focused on City, County and State level policy targets.
- Created tools to evaluate progress, create buy-in on priorities and vote in response to a changing landscape.
- Established coalition structure to advance advocacy campaigns.
- Synthesize goals, vision and priorities of 28 coalition members to implement a shared strategy that advances CEER's eight-point plan and is responsive to a continuously changing environment and policy landscape.
- Lead strategy for advocacy campaign implementation, community organizing, network activation and fund development efforts to advance shared goals.
- Manage ongoing coordination of collaborative work, facilitate monthly meetings of the coalition and Steering Committee, lead annual retreats and evaluation. Facilitate coalition meetings, trainings, strategic planning and implementation of advocacy campaigns.
- Lead coalition relationship building and network activation, define problems and issues and facilitate the strategies and tactics necessary to act collectively.
- Manage challenging conversations between white-led environmental organizations and BIPOC-led grassroots organizations to find common ground and share power. Facilitate norm-setting, relationship-building and transformative dialogue to ensure just relationships are created between mainstream environmental groups and social justice groups.
- Move diverse members to advance a common agenda.
- Work with coalition members to put on electoral education events such as candidate forums, questionnaires, candidate meet and greets, town halls and other activities.
- Direct policy development, sign on letters and joint comments on behalf of the coalition in response to a variety of local proposed ordinance or legislative changes, action plans that define how dollars will be spent in disaster recovery and hazard mitigation and other time-sensitive opportunities at multiple levels of government.
- Coordinate constituent and coalition partner visits with decision-makers and public engagement opportunities around a variety of local, state and federal environmental justice and disaster recovery projects.
- Build alliances with decision-makers and policymakers at multiple levels of government.
- Lead evaluation efforts to ensure accountability to environmental justice communities, donors, coalition member organizations and partners.
- Regularly assess the health of the CEER network through check-ins, evaluation surveys, informal and formal assessments with internal and external stakeholders. Present evaluation results to coalition members and Steering Committee to define next steps and lead recommended actions.
- Identify new coalition partners, forging and strengthening collaborative efforts with targeted constituency groups at the local and state level.

### *Leading Change*

- Lead government relations with elected officials and their staff at the City of Houston, Harris County and State and Federal offices.
- Respond to urgent situations or opportunities by determining risks, assessing political impacts and centering environmental justice principles. Move coalition members to action in



a timely and thoughtful way, even when they are uncomfortable with change or have a lower tolerance for risk.

- Create a vision that leverages the technical expertise of CEER member organizations and community power to build a long-term movement for environmental justice and climate justice in Southeast Texas.
- Grow coalition's efforts to span a five-county footprint and define strategy for three major advocacy campaigns which are described below:
  - City of Houston
    - Advocate for an innovative home retrofit program rooted in health and equity and aimed at climate-proofing housing in frontline neighborhoods. Advocate for the expansion and connection of energy efficiency, weatherization and home improvement programs as a pipeline of services. Raise awareness about and provide solutions to the barriers residents face for program qualification and customer service.
    - Work closely with leadership of the Sustainability and Resilience Office, Complete Communities and Mayor's Office of Culture and Arts to get buy-in on the home retrofit program.
    - Convene a collaborative table to design the home retrofit program pilot with residents, health equity partners, energy experts, grassroots advocates, city departments, non-profit partners and city leaders.
    - Launch a climate ambassador program that trains frontline residents on how to grow power to address climate change within their neighborhoods.
    - Train residents, coalition members and partners on energy policy and national best practices of home retrofit or resilient housing programs.
  - Harris County
    - Led joint efforts between two coalitions (CEER and HOME) to secure the passage of the Harris Thrives Resolution in Harris County, a new policy that directs County Departments to include equity and nature-based solutions in flood mitigation and calls for the reimagining of a Task Force with a seat at the table for impacted community members and flood survivors.
    - Grew deep relationships with Harris County Judge Lina Hidalgo's staff to shape policy priorities and advance the Harris Thrives Resolution, an innovative, once-in-a-generation framework for equitable flood protection.
    - Gained the trust of Harris County staff in multiple precincts and departments, including the newly established County Administrator's Office.
    - Followed Commissioners Court closely to mobilize coalition members, impacted community residents and partners to testify at County Commission.
    - Draft talking points and respond to timely actions with urgency and thoroughness so as to best represent the coalition's interests.
    - Worked closely with Harris County staff, elected officials and departments to stand up a reimagined Community Flood Resilience Task Force that provides a seat at the table for those on the frontlines of the climate crisis. Served on the Executive Committee to provide strategic direction to goals, selection of new members and establish committees and work plan.

- Co-authored two policy briefs with Dr. Earthea Nance, Texas Southern University, to provide a new framework on how to analyze data to reveal inequities in flood protection and circumvent existing discriminatory practices.
- Texas State Legislature
  - Coached CEER team to lead government relations with State Representatives, Sunset Commissioners and state agency staff to cultivate meaningful and lasting relationships that advance CEER's vision.
  - Led staff to activate community residents from environmental justice communities across five counties in the greater Houston region. Implemented town halls, community actions, capitol visits, toxic tours, testimony at public hearings and public comments during the Texas state legislative session.
  - Outlined a plan to conduct a series of People's Hearings aimed at influencing the Sunset Review Process of two state agencies — the Texas Commission on Environmental Quality (TCEQ) and the Public Utilities Commission of Texas (PUCT). Emphasized a bottom up approach to public policy.
  - Led visioning sessions with stakeholders to set a shared vision, define goals and affirm roles to put it into action.
  - Coordinated coalition members, community and staff to design a series of advocacy trainings that taps into the knowledge of community's lived experience and prepares the public to participate in the People's Hearings.
  - Convened communications professionals, legal experts and technical advisers that are part of the coalition to develop materials such as one-pagers, a campaign website and videos explaining the Sunset Review process in Texas and calls to action for the public to influence it.
- Designed an innovative curriculum for a Climate Justice training series that combined an interrupting racism curriculum with climate justice content. Worked with a team of facilitators, including tribal elders from the Carrizo Comecrudo Tribe of Texas, to create an inclusive, bottom-up, community-centered training. The three-part series engaged over 350 unique participants, 92% of whom reported that they felt "more powerful and more hopeful in how to address climate change" as a result of the trainings.
- Co-designed the Community Environmental Leadership Program (CELP) training with Texas Southern University, an intensive six-week program that prepared residents on how to effect change in the environmental justice movement.

### *Leading People*

- Supervise four full-time staff and manage three to five consultant contracts.
- Craft and present organizational chart to grow staff capacity sustainably and strategically.
- Coach team members through weekly check-ins, informal feedback sessions and formal performance evaluations.
- Created a culture of accountability, transparency, radical vulnerability and entrepreneurship.
- Facilitated the creation of team agreements and systems to navigate conflict internally.
- Brought on a leadership development coach to support staff and instituted wellness measures to protect staff morale during the transition to telework as a result of the Covid-19 pandemic. Measures include half-day Fridays, quarterly full-day Staff Relaxation Days and a



wellness benefits package designed by the team, which will become part of the organization's Personnel Policy Manual.

- Lead hiring and firing. Established a hiring committee that included coalition members, staff, funders and community members to ensure collaborative decision-making and trust.

#### *Financial Management & Operations*

- Grew organizational budget from \$230,000 to \$1,230,000 and coalition staff from one FTE to five FTE in three years.
- Helped secure a \$10 million two-year commitment from the Bezos Earth Fund to support local advocacy work tied to the Justice40 initiative in Texas, with a focus on Houston.
- Designed and implemented a process for pass-through grants to make \$200,000/year in coalition grantmaking to support innovation within the collaborative.
- Prepared, justified and administered organizational budget and finances in collaboration with coalition fiscal agent, CEER Steering Committee and coalition members.
- Crafted collaborative fundraising processes to build consensus around how the coalition's growth would ensure growth of members. Established and retained trust of coalition member organizations to navigate internal politics as CEER's budget grew.
- Brought on an accounting professional to ensure accuracy and transparency through internal checks and balances. Worked closely with CEER's fiscal agent to provide good stewardship of resources.
- Wrote grant reports and annual reports to track progress of coalition's work.

#### *Public Relations & Communications*

- Represent and serve as spokesperson for the coalition to the general public.
- Manage communications consultants to establish a brand for the coalition, including logo, website, social media presence and internal communications infrastructure.
- Featured on podcasts such as The Coolest Show and H-Town Progressives.
- Speak on over 10 panels per year including the US Water Alliance One Water Conference, Institute for Sustainable Communities Partnership for Resilient Communities convening, Kresge Foundation's Equity Bootcamp Initiative, and the Commemoration of the 30<sup>th</sup> anniversary of the Environmental Justice Leaders of Color Convening in Washington DC.
- Author op-eds, letters to the editor and other print or online media. Represent the coalition in the press, including TV, radio and Spanish language media outlets.

### **Community Development Officer — Local Initiatives Support Corporation (LISC) Houston**

April 2016 — Nov 2018 | Houston, TX

#### *Program Strategy*

- Succeeded and thrived in a fast-paced work environment that was a local chapter of a national organization.
- Oversaw LISC's \$1.5-million Great Opportunities (GO) Neighborhoods initiative, a multi-year, place-based strategy for affordable housing investment and comprehensive community development in Houston.

- Led the next phase of program expansion. Charted a course of action and set vision for scaling up staff, grantmaking, capacity building and evaluation efforts. Collaborated with existing program partners to leverage their wisdom and get their buy-in.
- Created a program plan to move the initiative into the next stage of its life cycle. Designed a process for new neighborhood partner organizations to apply to the GO Neighborhoods initiative and be selected in an inclusive way. Grew program from nine neighborhoods to thirteen neighborhoods receiving support.
- Defined and established a tiered approach to grantmaking with three new levels of GO Neighborhoods investment.
- Developed scoring rubrics and evaluation tools in collaboration with partners. Provided orientation and onboarding for new GO Neighborhoods partners.
- Created and managed program budgets. Raised additional resources for the initiative. Prepared funding proposals, applications, reports, presentations and tours as required by funders, investors, LISC National and others. Interfaced with donors, program officers and foundations regularly.
- Enhanced systems to monitor, track and administer LISC investments, performance and outcomes. Brought on consultants to perform program evaluation.
- Supervised a full-time Program Assistant. Managed consultants and interns.

#### *Grantmaking & Capacity Building*

- Led grantmaking portfolio of \$1 million annually to community-based groups such as CDCs, economic development organizations, faith-based groups and civic clubs. Established evaluation procedures to ensure grant partners delivered high quality, timely and cost-effective results.
- Designed a "Train the Trainer" program from the ground up. Created curriculum, recruited participants and co-facilitated a pilot program with a team of consultants and neighborhood leaders. Managed consultant team and worked closely with grantee partners who were recruited as speakers and trainers.
- Raised \$450,000/year for three years to expand the pilot Train the Trainer leadership program into three tracks of leadership development offerings.
- Provided coaching on community building, implementing an asset-based approach, programmatic and organizational development and other training and support to neighborhood partners as they developed and implemented neighborhood-driven plans for comprehensive revitalization.
- Facilitated spaces for learning and connection such as monthly peer learning circles, leadership development trainings and meetings with partners implementing the GO Neighborhoods approach. Engaged one on one with Executive Directors, programmatic staff and community members to provide technical assistance and strategic guidance.

#### *Partnership*

- Advised the City of Houston's Planning & Development Department on launching Mayor Sylvester Turner's innovative Complete Communities initiative.
- Provided training, ongoing technical assistance and advising to Houston city staff leading the Complete Communities work.
- Cultivated partnerships and resources to support neighborhood efforts. Managed complex public and public-private partnerships.



- Partnered with National LISC Program staff to deploy resources and coordinate strategy in a local context, connected to national goals and priorities.
- Represented LISC at coalitions such as the Harris County Long-Term Recovery Committee, Harris County Civic Engagement Committee and the Continuum of Care (C3) Initiative.
- Served as founder of Houston in Action, a grassroots collaborative working to increase community and voter engagement in Harris County.

### **Community Engagement Coordinator — Bayou Land Conservancy**

Oct 2015 — April 2016 | Houston, TX

- Developed and executed strategic community engagement plan to connect greater Houston stakeholders to conservation initiatives, community education, recreation and volunteer opportunities.
- Successfully convinced the City of Deer Park, Texas City Council to approve a Specific Use Permit for an environmental education program at Lawther-Deer Park Prairie.
- Raised agency profile to grow membership base and established metrics to track growth.
- Supported Executive Director in fundraising, grant writing and program evaluation.

### **Community Engagement Specialist — Sixteenth Street Community Health Centers, Department of Environmental Health**

July 2012 — Oct 2015 | Milwaukee, WI

#### *Kinnickinnic River Corridor Initiative*

- Led organizing strategy and community engagement in three predominantly Latinx environmental justice neighborhoods on Milwaukee's south side. Conducted one-on-ones, canvassing, door to door outreach and other grassroots tactics to move residents to action.
- Mobilized over 500 residents and key stakeholders to implement neighborhood-based projects to drive comprehensive revitalization connected to recommendations of the Kinnickinnic River Corridor Neighborhood Plan.
- Oversaw project planning, budgeting, implementation and evaluation to leverage an \$80-million flood management project.
- Led government relations with city and county officials and representatives of the Milwaukee Metropolitan Sewerage District (MMSD) to create spaces for impacted community members to influence decision-makers.
- Attracted capital investments from the city, county, private foundations and donors such as a \$55 million commitment for a master plan for Pulaski Park on Milwaukee's south side.
- Led neighborhood revitalization projects to place community members in leadership positions, organized platforms for neighbor-to-neighbor communication and educated residents about water and community resources and how to influence policy.
- Managed comprehensive and targeted public health outreach and community development strategies to build trust and overcome cultural and linguistic barriers in a 71% Latino, largely immigrant, low-income neighborhood on Milwaukee's south side.
- Helped institute a grassroots neighborhood association and boosted resident leadership development through technical assistance, training and support. Co-designed a Kinnickinnic River Neighborhood Leaders program that graduated 100 resident leaders over five years.

### *Harbor District Initiative*

- Oversaw community engagement for the Harbor District Initiative, a catalytic project identified by City of Milwaukee Mayor Tom Barrett's Sustainability Plan, to define community goals and objectives for the long-term revitalization of the 1,000 acres of land near the Port of Milwaukee.
- Designed an inclusive and culturally competent community engagement plan, developed marketing materials and managed social media, e-newsletter and website content. Facilitated surveys, one-on-one stakeholder interviews, focus groups and guided tours to garner public feedback and create vehicles of two-way communication.
- Served on Contract Management Team to hire a planning consultant to lead a Waterfront and Land Use Plan.

### *General Departmental Duties*

- Interfaced regularly with elected officials and other stakeholders to build broad consensus and support for community development activities. Represented department on workgroups, advisory boards, committees and at conferences and other speaking engagements. Solicited and coordinated media opportunities.
- Supervised two full-time Americorps members and managed program volunteers.
- Hired consultants, managed project budgets and oversaw reporting of goals, challenges and replicable best practices.

### **Homeownership Preservation Program Manager / Bilingual Outreach Specialist — Select Milwaukee, Inc.**

Mar 2009 — July 2012 (Promotion, Dec 2010) | Milwaukee, WI

- Designed Homeownership Preservation Program from the ground up. Established procedures to streamline intake, case management and reporting activities to increase capacity and ensure excellent customer service.
- Supervised two full-time staff and three VISTA Americorps members. Recruited, trained, and managed new hires.
- Designed and led outreach efforts in nine designated communities throughout the City of Milwaukee, with 31% of families served avoiding foreclosure in 2011.
- Built and maintained strong partnerships with elected leaders, media, non-profit coalitions, and community-based organizations to educate stakeholders on the foreclosure crisis.
- Represented the organization in the media, including Spanish media outlets.

## **EDUCATION & CERTIFICATIONS**

### **Marquette University**

- B.A., Major in Spanish Language & Literature for the Native Speaker, Minor in English (May 2012)

### **University of Wisconsin Milwaukee & Cardinal Stritch**

- Latino Non-Profit Leadership Program Certificate (November 2010)

### **Rice University Glasscock School of Continuing Studies**

- Leadership in Action Program Certificate (October 2020)



**Midwest Academy**

- Organizers Training (2019)
- Supervising Organizers Training (2020)

**New Leaders Council - Houston**

- Fellow (2018)

**Floreceemos: Nonprofit Leadership Circle for BIPOC leaders**

- 2021 Graduate, inaugural class

**SERVICE****The Hive Fund for Climate and Gender Justice**

- National Advisory Board member

**Texas Climate Justice Coalition**

- NGO Starter Committee member

**Houston-Galveston Area Council**

- Transportation Air Quality Subcommittee member

**New Leaders Council - Houston**

- Curriculum Chair (2018-2019)
- Houston Chapter Co-Director (2019-2020)

**Harris County Flood Resilience Community Task Force**

- Political appointment from Harris County Judge Lina Hidalgo
- Executive Committee member
- Equity & Metrics Committee member

**City of Houston Resilient Houston Planning Process**

- Co-Chair of Equity & Inclusion Committee

**City of Houston Climate Action Planning Process**

- Equity Committee member

---

**EXECUTIVE LEADER | STRATEGIC MANAGEMENT | COMMUNITY OUTREACH**

High capacity, innovative and accomplished leader who moves easily from vision to strategy to implementation. Created and developed high performance teams gaining outstanding ability to balance, prioritize, and integrate cross functional projects and groups. Committed to diversity and inclusion. Drives a culture of excellence by incorporating coaching and mentoring – building empathy and cohesion among staff, fostering team engagement and high morale, building consensus, and maximizing productivity.

Analytical and goal oriented, with demonstrated ability to deliver results. Understands policy considerations at play finding ways to reach goals within existing constraints. Collaborative communicator who partners with individuals and teams at all levels. Provides strategic results-oriented leadership using creative and effective problem-solving skills - implementing aggressive planning initiatives adapting to varying circumstances. Capitalizes on subject matter expertise, attention to detail and time management. Recognized as a resilient partner and acknowledged for high ethical and professional standards with a commitment to excellence.

**PROFESSIONAL PROFILE**

**ATLANTA METROPOLITAN STATE COLLEGE (AMSC), Atlanta, GA**

May 2018 - Present

An access institution of the University System of Georgia.

**Executive in Residence**

Provide executive level leadership to the Social Sciences Division to infuse AMSC's curriculum with environmental justice (EJ) and sustainability programs and courses. Led a multi-disciplinary team with representatives from AMSC, EPA Region 4, the Center for Sustainable Communities, and RCE Greater Atlanta, in development and implementation of the Atlanta 2019 EJ Academy (EJA) at AMSC.

**Key accomplishments:**

- The 2019 EJA won the United Nations Acknowledged Flagship Project for Sustainable Development Goal 16.
- Developed and implemented project-based learning into AMSC research and analysis courses. Focused on environmental justice challenges related to global health, climate change, and contaminated water supply systems.

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY (USEPA)**

USEPA is a federal agency whose mission is to protect human health and the environment. Worked in both the EPA Region 4 and Washington DC Headquarters offices. Region 4 is the southeast office which includes Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, and 6 Tribes.

**Held multiple leadership roles over tenure including:**

**Deputy Regional Administrator (DRA), Region 4, Atlanta, GA (May 2014 – May 2018)**

Served as the alter ego of the Regional Administrator (RA), sharing fully with the RA in the planning, supervision, programming, policy implementation, management direction and control of the technical and administrative aspects of USEPA activities within the Region. In the absence of the RA, performed the duties of that position. Served continuously as RA from January through August 2017. Also, served as Deputy Ethics Official overseeing the Region's ethics program, making determinations concerning federal standards of ethical conduct, and carrying out the Region's financial disclosure program.



**Key accomplishments:**

- Led Region 4's response to the environmental impacts of the 2017 hurricane season, one of the Atlantic's most active and costly seasons, spawning hurricanes Harvey, Irma, and Maria.
- Co-led two national workgroups, one developing enterprise-wide metrics for labs and another implementing the Agency's Quality Assurance Field Activities Procedures.
- Champion for the Colleges/Underserved Communities Partnership Program which partnered colleges and universities with local governments and underserved communities to complete 41 community-based projects in 37 different communities across the US.
- Represented the Agency during national policy discussions concerning legacy wastes at DOE sites.

**Senior Advisor for Community Engagement, Atlanta, GA (February 2014 – April 2014)**

Advised Regional Administrator on matters related to community outreach and environmental protection activities. Senior regional representative on major community projects and initiatives. Led the Region's development of best practices for addressing community-based projects.

**Key accomplishments:**

- Directed implementation of Making a Visible Difference initiative in Birmingham, Alabama. Identified and assembled federal agencies with authority to evaluate and address environmental hazards plaguing three Birmingham communities impacted by the 35<sup>th</sup> Avenue Superfund site to improve coordination and focus among federal agencies.
- Represented Regional Administrator on the Proctor Creek Urban Waters Federal Partnership. Collaborated with grassroots organizations, Proctor Creek residents and stakeholders to provide resources and inform future decisions around green infrastructure and other sustainable approaches for community led revitalization in the Proctor Creek watershed.

**Acting Director, Office of Environmental Accountability (OEA), Atlanta, GA (May 2013- February 2014)**

As Acting Regional Counsel and Enforcement Director, led a staff of 100 attorneys and an enforcement support branch of 40 technical employees. Provided legal direction and leadership for all enforcement, civil and general law matters. Implemented regional environmental assessment programs including NEPA Environmental Impact Statements and Section 309 of the Clean Air Act. Advised regional senior managers on risk management, risk assessment, and toxicology matters. Provided direction and developed targeting strategies for enforcement and established enforcement and compliance assistance priorities. Also, worked closely with EPA Region 4 programs, the offices of General Counsel and Enforcement and Compliance Assurance, as well as state and local environmental agencies on regulatory, permitting, and defensive matters.

**Key accomplishments:**

- Led negotiations for a Federal Facilities Agreement between EPA, the State of Florida and Tyndall Air Force Base ending more than a decade of disagreement among the parties and providing the structure and accountability to protect human health and the environment from contamination emanating from the Base.
- Led legal aspects of the Region's Brownfields Outreach program which helped the southeastern states to receive \$15.3M in Assessment and Revolving Loan Fund Supplemental Brownfields grants.
- Settled major Clean Water Act (CWA) case against Miami-Dade County requiring the County to remedy deficiencies causing hundreds of sanitary sewage overflows releasing millions of gallons of contaminated water. Miami-Dade County agreed to spend an estimated \$1.6B to bring its system back into compliance with the CWA, paid \$1M in civil penalties and spent an additional \$2M to complete a supplemental environmental project.

**Acting Deputy Director, Federal Facilities Enforcement Office, Washington, DC (February 2012-May 2013) and Director Site Remediation and Enforcement Staff, Washington, DC (March 2009 – May 2013)**

As Site Remediation and Enforcement Staff Director oversaw regional implementation of the national federal facilities enforcement program through a staff of attorneys and technical employees. Simultaneously served as Acting Office Director beginning in 2012. Assisted in the overall management of a national enforcement office whose mission was to ensure federal departments and agencies comply with federal environmental laws.

**Key accomplishments:**

- Tracked effectiveness of regional federal facilities programs and took steps to require consistency with national standards ensuring federal facility compliance with environmental laws and regulations.
- Co-led EPA's response to allegations by the Inspector General that EPA authorized an asbestos control method at multiple DOE sites that could place demolition workers and surrounding communities at risk. Reconciled major policy differences among several EPA regulatory and enforcement offices by building alliances, resolving conflict, and bringing people together to achieve common goals.
- Modernized the federal facilities enforcement program to improve its efficiency. Led the development of a new suite of online tools and other capabilities to improve work assignments and maintain EPA's enforcement presence with diminished resources.
- Led a multiregional, multiprogram enforcement action against the Department of the Interior (DOI) for several hundred alleged violations in Indian Country. Settlement required compliance with waste, water, air, toxics, and community right-to-know laws at schools and water systems in Indian Country. Settlement also required independent, third-party environmental compliance audits, a compliance focused ISO 14001 equivalent Environmental Management System, and a Supplemental Environmental Project (SEP). The SEP required DOI to install a solar energy power system to provide a stable energy source for the school and community resulting in electric service for the first time to members of the Havasupai Tribe in Arizona.

**Other positions held include:**

- **Chief, Office of Legal Support, Atlanta, GA**  
Managed legal staff providing enforcement and counseling support to regional program offices. During career managed various offices and legal staff addressing every law and program implemented by the EPA.
- **Advisor to Vice President for Sponsored Programs, Clark Atlanta University, Atlanta, GA**
- **Special Assistant U.S. Attorney, Civil Division for the Northern District of Georgia, Atlanta, GA**
- **Attorney Advisor, Office of Legal Support, Atlanta Georgia**

**EDUCATION**

Juris Doctorate, Emory University School of Law, Atlanta, GA  
Bachelor's Degree, History, Duke University, Durham, NC

**AWARDS**

Gold Medal Recipient (2014 & 2017)  
Recipient of OECA Manager of the Year Award (2012 & 2013)

**CERTIFICATION**

EPA Certified Facilitator



## JEFFERY HUGHLEY JR.

(b) (6)

### PROFESSIONAL SUMMARY

Focused leader with the proven ability to maximize opportunities, dedicated to enhancing performance by analyzing existing processes and implementing systems, strategies, and policies. Authentic & passionate about people, outcomes, and gain fulfillment through motivating, mentoring, and developing others. A driver of operational improvement, with focused attention on trends and innovation opportunities. An effective, skilled communicator with proven results by engaging and inspiring others through active listening, open mindedness, and delivery of clear and concise messaging. Given extensive experience in management, honed skills in critical thinking and the confidence in knowing when to take an action, anticipating ultimate outcome. Additional skills obtained through Executive MBA program, and eager to put them to action.

### RESULTS-DRIVEN STRATEGIC LEADER

Organizational  
Management

Stakeholder  
Engagement

Leadership  
Development

Decision  
Making

### CORE COMPETENCIES

Leading Change	Influential collaborator with proven ability to develop relationships with internal and external stakeholders, and leverage key resources to achieve change, growth, and staff development.
Leading People	Experienced in leading people and teams toward organizational mission, vision, values and goals, with the ability to create a service-oriented workplace that promotes personal accountability, open communication, and development of others; delivering exceptional results.
Results-Oriented	Forward thinking in realizing growth potential & innovation opportunities, while consistently guiding the organization to align with its mission, vision, and values. Ability to pivot when necessary, placing emphasis on collaborative strategies.
Business Acumen	Experienced manager of human, financial, and information resources with strong attention to personal and business ROI. Strict adherence to professional ethics and confidentiality.
Risk Management	Develop and lead teams fostering the applications of simple risk management philosophies, leadership development, personal & organizational accountability, and ownership.

### CAREER PROGRESSION

**KANSAS CITY, MISSOURI POLICE DEPARTMENT**

May 2005 – Present

**Captain / Commander (Management)**

May 2021 – Present

Detention Services Unit

Provide leadership and direct oversight, performing the full range of managerial duties for all detention related matters. Responsible for the day to day operations, as well as proper utilization of staff. Continually look for ways to streamline processes and mitigate risk to the organization. Consolidated three facilities down to two, to reduce liability and risk, due to staffing shortage. This immediately decreased overtime use; positive budget impact. Provided cross-organizational problem solving to support organizational wide goals by building a coalition with various city leaders, municipal court officials, and the police department. This relationship did not previously exist, and has led to the development of plans to build a new municipal detention facility, that is resource focused.

- Established collaborative relationships/outreach, with internal & external partners (social capital)
- Interview and select applicants for employment and placement in detention services
- Collaborate with staff to determine training needs and provide coaching
- Investigate complaints received from employees and citizens
- Develop and implement core strategies and goals, ensuring accountability of all staff members
- Provide formal and informal performance appraisals & feedback to employees, identifying developmental and training needs
- Prepared memoranda, narrative reports, and important data from initiatives and projects



- Handle the interpretation, application, and clarification of program policies and procedures that staff members questioned
- Cultivated a culture of continuous learning in order to attract and retain employees
- Cross-functional collaboration, working with senior leadership as well as liaising with city entities
- Manage resource allocations and authorities to address priority areas in the division

### **Captain / Commander (Management)**

October 2018 – May 2021

East Patrol Division

Provide leadership and direct oversight, performing the full range of managerial duties for an entire watch at East Patrol Division station. Assume full responsibility for departmental activities at the scene of significant incidents, unless relieved by a superior officer.

- Proactive focus on community engagement and impact
- Created partnerships with nonprofit organizations and neighborhood associations (strategic partnering)
- Attend executive-level meetings and brief senior officials
- Subject matter expert (SME) for 2021 Sergeant/Supervisor promotional process; Assisted in developing the written exam and assessment center process
- Youth & Police Initiative Program (Coordinator & Facilitator); Partnership program with the Boys & Girls Club of Greater Kansas City; structured community programming
- Provided oversight of police officer recruit training program
- Reduced crime by 52% in a previous high crime area by modifying tactics

### **U.S. HOUSE OF REPRESENTATIVES FOR CONGRESSMAN EMANUEL CLEAVER II**

Aug 2017 – Present

Consultant / Advisor

Provide security, guidance, and recommendations for all security-related matters for Congressman Cleaver's official and unofficial capacity and events. Built and maintained a working relationship with the District Director, Director of Operations, and other Congressman's in-district staff members.

### **Operations Sergeant / Supervisor (Executive Officer)**

October 2016 – October 2018

Professional Development & Research Bureau Office; policy creation arm of the department.

- Managed work products and deliverables for a Deputy Chief (executive leadership)
- Attended executive-level meetings, briefed senior officials, and made policy change recommendations
- Superior oral and written communication skills and exceptional ability to produce clear and logical reports
- Managed/motored the budgeted funds for the bureau

### **Sergeant / Supervisor (Investigations)**

June 2013 – Oct. 2016

Gang Squad & Narcotics

- Built a strong partnership and worked closely with federal and state agencies, including Homeland Security Investigations (HSI), Secret Service, FBI, DEA, US Marshals, US Postal Service Inspectors, and ATF. Special deputation by FBI and Task Force Officer with HSI.
- Measured program progress & performance, and recommended improvements for the H.I.D.T.A. gang grant, including providing direct oversight. I managed/monitored the spending and balance of the grant.

### **Detective (Investigations)**

Jan. 2009- June 2013

Police Officer

Dec. 2005- Jan. 2009

---

### **ADDITIONAL EXPERIENCE**

#### **Centurions (Leadership Development Program) Kansas City Chamber of Commerce**

- Steering Committee

#### **Linwood Shopping Center - Community Improvement District (C.I.D.)**

- Board Member

#### **Development Review Committee – (City Planning) City of Kansas City, Missouri**

- Review and make recommendations regarding proposed development plans



**Missouri Peace Officers Standards and Training Commission / POST (Gubernatorial Appointment)**

- Previous Commissioner for the Missouri Peace Officer Standards and Training Commission; Aug 2015 – April 2019
- Increased the continuing education/training requirements for all police officers in the State of Missouri

**Current Executive Board Member of Kansas City Fraternal Order of Police Lodge 102 (Labor)****Previous Executive Board Member of Kansas City Fraternal Order of Police Lodge 99 (Labor)**

- Understanding MOA/MOU/ collective bargaining contracts with labor unions and discipline processes
- Developed and managed an annual operating budget of approximately one million dollars, and 1300 members
- Participated in contract negotiations.

---

**SPECIALIZED TRAINING**

---

- Developing and Implementing an Outward Mindset training/workshop (The Arbinger Institute)
- Franklin Covey - Writing Advantage
- Crucial Conversations (Vital Smarts)
- Leadership & Labor (Collective Bargaining)

---

**EDUCATION**

---

**Executive MBA**

Rockhurst University, Kansas City, Mo  
GPA 3.78

2020-2022

## MARC A. LEVITT

(b) (6)

### OVERVIEW

Seasoned political adviser and attorney with experience drawn from the Executive Branch, political campaigns, and private law practice. Deep expertise in climate, energy, and environmental policy and law. Proven record of managing complex organizations.

Competencies include:

- Climate, energy, and environmental law and policy
- Legal and policy research, writing, and advocacy
- Media management and messaging
- Local and federal regulatory and administrative analysis
- Stakeholder engagement
- Small and large team management

Last four years spent working and researching in East Asia in support of spouse's U.S. Department of State posting.

### LEGAL AND POLICY EXPERIENCE

#### Russin & Vecchi, *Expatriate Attorney*

2018 – 2019 | Taipei

- General Legal Expertise: Represented East Asian and American corporate and individual clients in various multinational contexts. Advised clients on commercial contracts, bank regulatory compliance, intellectual property, data privacy, estate and tax planning, and trade regulations.

#### Latham & Watkins, LLP, *Associate Attorney (Environmental and Litigation)*

2012 – 2016 | Washington, DC

- Environmental Law and Litigation Expertise: Worked on matters involving environmental and energy law enforcement, regulations, and compliance. Statutory experience includes the Federal Power Act; Energy Policy Act; Clean Air Act; Clean Water Act; Toxic Substances Control Act; Federal Insecticide, Fungicide and Rodenticide Act; Endangered Species Act; National Environmental Policy Act; Comprehensive Environmental Response, Compensation and Liability Act; and regulations stemming from those acts. Also represented individuals and organizations under investigation by federal and state authorities in matters involving accounting fraud, sanctions violations, insider trading, and the Foreign Corrupt Practices Act. Clients included multinational banks and Fortune 500 companies.
- Team Management: Managed junior associates and contract attorneys conducting large-scale investigations and document reviews.
- Legal Writing and Advocacy: Drafted regulatory comments, court briefs, legal memos, response letters to regulators, interview and deposition outlines, and client alerts. Provided pro bono representation to environmental organizations, Holocaust survivors, and trafficking victims.

#### U.S. Department of Energy, *Special Assistant*

2009 – 2010 | Washington, DC

- Federal Climate Policy Development: Drafted Energy Secretary Steven Chu's daily policy, meeting, and event briefings amid Obama Administration efforts to promote clean energy, the American Reinvestment and Recovery Act, and climate legislation. Analyzed and distilled key technical and non-technical concepts for use by the Secretary and other decision-makers. Drafted and edited media talking points, issue briefs, energy industry overviews, decision memos, and policy summaries. Led departmental effort to research, write, and promulgate the Secretary's policy on cool roofs.
- Organizational Leadership: Conceived and launched PowerPedia, an information-sharing platform now used throughout the Department and replicated at other agencies.

### POLITICAL MANAGEMENT EXPERIENCE

#### Zeitgeist Strategies, LLC, *Founder and Partner*

2016 – present | Washington, DC

- Campaign Management and Strategic Advice: Provide campaign management consulting services to presidential and congressional candidates with a focus on communications, media, budgets, logistics, and fundraising. Advisees include Lauren Baer for Congress, Pete Buttigieg for President, and Andrew Yang for President. Created presidential candidate Andrew Yang's scheduling and advance operation and strategy.

#### Bernie 2016, Inc., *Director of Advance and Scheduling, Legal Advisor*

2015 – 2016 | Burlington, VT

- Organizational Development and Team Management: Designed, implemented, and scaled Bernie's nationwide logistics and events operation. Hired and molded a 75-person team to execute the candidate's events and schedule. Coordinated action and relationships between and among cross-functional campaign teams across geographies. Managed ~\$50 million budget for events and travel. Served as senior adviser and strategic planner for the candidate's schedule.



- Messaging Design and Media Management: Created and executed the 'A Future to Believe In' slogan and brand strategy. Leveraged polling and data to design event messaging strategy. Managed on-the-ground relationships with the media.
- Legal Expertise: Reviewed and approved campaign contracts. Coordinated with outside counsel on compliance issues.

#### The White House, Advance Associate

2009 – 2017 | Various Locations

- Team Management and Leadership: Coordinated domestic and international travel and event logistics for President Obama and Vice President Biden. Led White House advance teams.

#### Presidential Inaugural Committee, Deputy Parade Director

2008 – 2009 | Washington, DC

- Team Management and Project Delivery: Managed twenty staff to execute the 56th Inaugural Parade for Barack Obama's presidential inauguration. Collaborated with U.S. Secret Service to provide for the security of the President, Vice President, and attendees at the parade, which drew 250k+ attendees.

#### Obama for America, Senior Advance Desk

2007 – 2008 | Chicago, IL

- Organizational Development and Management: Designed and built Obama for America's scheduling and advance department. Coordinated across campaign teams and geographies to craft inter-departmental voter outreach, digital, data collection, media, logistical, and organizational strategies surrounding President Obama's events. Coordinated the first-ever presidential campaign tour of Europe and the Middle East.
- Messaging and Media: Developed and executed the 'Change We Can Believe In' branding effort via campaign events. Designed campaign approaches to media outreach before, during, and after events.
- Logistics and Principal Support: Provided timely, complex logistical support to more than 400 field advance staff.

#### OTHER EXPERIENCE

##### National Chengchi University, Visiting Assistant Professor

2018 – 2021 | Taipei

- Taught undergraduate class on U.S. politics and government at a prestigious Taiwanese university.
- Lectured on U.S. politics at universities and think tanks, including National Taiwan University and Academia Sinica.

##### Herd on the Hill, Founder

2017 | Washington, DC

- Founded a grassroots advocacy organization with a mission to coordinate targeted, in-person lobbying on Capitol Hill.

#### EDUCATION

##### Asia Global Fellowship at the University of Hong Kong (HKU)

2017 | Hong Kong (SAR)

##### Georgetown University Law Center, J.D. *cum laude*

2012 | Washington, DC

- Relevant Coursework for Environment, Energy, and Climate: Advanced Environmental Law: Climate Change, Environmental Law, Administrative Law, Environmental Law Enforcement, Federal Legislative and Administrative Clinic, Food Law, Legal Research and Writing, Advanced Legal Research, Energy Problems Seminar, Energy Markets and Trading
- Research Assistantship at Georgetown Climate Center

##### Fulbright Research Fellowship at Universität Potsdam · Potsdam, Germany

2004 – 2005 | Berlin, Germany

- Conducted research on post-Holocaust German-Jewish literature.

##### Brown University, B.A. in Philosophy and German Studies, *magna cum laude* with Honors

2002

**Languages:** Fluent in German; proficient in Mandarin Chinese; basic Spanish and Hebrew

**Certifications:** Certified Information Privacy Professional/US (CIPP/US)

# John D. Lucey

(b) (6)

## Education

The Catholic University of America Columbus School of Law; Washington, DC -- Juris Doctor  
North Carolina State University; Raleigh, NC --- Bachelor of Arts -- Political Science  
Central Piedmont Community College; Charlotte, NC -- Associate of Arts – Liberal Arts

Present  
2015  
2013

## Experience

**Special Assistant to the Administrator, United States Environmental Protection Agency; Washington, D.C. Jan. 2021 – Present**

- Serve as a Schedule C appointment of President Biden in EPA's Immediate Office of the Administrator to offer strategic policy advice to the Administrator.
- Attend both internal and external meetings in the Administrator's stead to convey the Agency's perspective and preferences on sensitive issues.
- Coordinate as the Administrator's Office lead on Agency initiatives like emerging compounds (PFAS), coal combustion residuals, and Waters of the United States. Includes working closely with Assistant Administrators and their programs offices, as well as external affairs teams in the Administrator's Office.
- Identify critical policy issues or problems which require the immediate and personal attention of the Administrator and recommend appropriate courses of action regarding the necessary interface with appropriate officials like Assistant Administrators and program offices.
- Review and coordinate sensitive reports, documents, and other materials of special important and concern to the Administrator to ensure preparedness with the Administrator and EPA's policy priorities.

**Chief Strategy Officer, North Carolina Department of Environmental Quality; Raleigh, NC Aug. 2019 – Jan. 2021**

- Collaborated as a member of Senior Leadership Team with division directors and designees to analyze and problem-solve issues ranging from division sections to national.
- Managed the development of North Carolina's Clean Energy Plan stemming from Governor Cooper's Executive Order 80.
- Provided guidance to Department on navigation of significant State initiatives including the Duke Energy Coal Ash Settlement, North Carolina Environmental Justice and Equity Board, and Chemours Consent Order, having orders of effect on daily duties of hundreds of state regulatory employees as well as subsequent industry activities.
- Partnered with the Secretary of DEQ to handle constituent outreach affairs for the Department with environmental, industry, governmental, academic, and other stakeholders.
- Outside organization partners included business CEO's and State Presidents, the Governor and Governor's inner-circle, legislative members and caucus leaders, State party officials, Presidents of State Environmental organizations, and department chairs in academia, as well as direct contact with state media members and attorneys representing clients in dealings with the Department.
- Acted as liaison between DEQ and the Office of the Governor, partnering on legislative and communications strategy directly with Governor's Chief of Staff and providing direct briefings to the Governor on sensitive, controversial topics.
- Synthesized and summarized pertinent information for the Secretary during regular, weekly meetings regarding implementation of new and ongoing initiatives in Department with an \$80 million recurring budget.
- Reviewed and promoted outreach and collaboration on sensitive and controversial issues with external stakeholder and intergovernmental partners.
- Developed short and long-term plans pertaining to environmental issues, policies, and legislation and monitoring success throughout implementation of novel programs.

**Legislative Affairs Director, North Carolina Department of Environmental Quality; Raleigh, NC Sept. 2018 – July 2019**

- Provided overall vision, strategy and leadership for state, local, and federal government engagement for the agency responsible for all environmental regulations for North Carolina.
- Managed complex policy and budget negotiations with environmental organizations, industry associations, legislators, government officials, corporate business leaders, academic leaders, and other stakeholders.
- Served as the Department's spokesperson at business engagements, environmental stakeholder groups, legislative committees, luncheons, and conferences.
- Formulated agency budget, objectives, and priorities and implemented plans consistent with the organization's long-term interests as part of the Senior Leadership team.
- Facilitated communication with internal and external stakeholders to keep them apprised of progress, generate credibility, and enthusiasm for agency goals and accomplishments.



- Worked with Governor's Office staff located in Washington D.C. to track federal legislation pertaining to DEQ. Facilitated dialogue with federal delegation for support on Department's initiatives. Set up and travelled with Secretary for meetings with North Carolina's federal delegation in both Senate and House offices of members.
- Managed one legislative analyst to ensure Department's reporting duties, bill tracking, and constituent concerns.
- Legislative outcomes:
  - o Increased net appropriations from \$75million to \$96million.
  - o Negotiated \$2million PFAs Recovery Fund for communities impacted by PFAs contamination
  - o Created an \$11.5million recovery fund for commercial fishermen impacted by Hurricane Florence
  - o Established a \$5million study in collaboration with UNC System to conduct PFAs sampling throughout the state
  - o \$4.6million invested into Division of Water Infrastructure for low-interest loan matches in Clean Water and Drinking Water Revolving Funds

**Digital Strategist, North Carolina Department of Environmental Quality; Raleigh, NC**

**Jan. 2018 – Aug. 2018**

- Developed the social media strategy for the Secretary and agency.
- Created video and graphic content using Adobe Premiere and Illustrator
- Wrote, edited, and circulated press releases and media advisories to statewide media outlets on regulatory topics.
- Managed three interns and coordinated social media messaging with seven division public information officers.
- Travelled with Secretary and other Department staff throughout the state. Coordinated on travel arrangements, event set up, advance event, as well as staffing principal during the course of events. Staffing would include working with event staff and hosts as well as often interacting with local legislators, media, and business leaders.

**Legislative Analyst, North Carolina Department of Environmental Quality; Raleigh, NC**

**May 2017 – Dec. 2017**

- Served as point person for Department's constituent services. Worked with staff at the North Carolina General Assembly and internal Department staff to research history of the constituent issue as well as possible solutions.
- Oversaw review of 73 annual legislative reports on topics related to all 10 of DEQ's Divisions. Ensured proper editorial review, compliance with statutory authority, and timely submission.
- Curated legislative agenda and priorities of the Department and researched both past and potential legislative provisions for recommendations for senior leadership. Prepared memos and briefs on meetings' subject matters

**Compliance and Finance Associate, Cooper for NC; Raleigh, NC**

**June 2015 - April 2017**

- Planned and executed 15 fundraising events throughout the campaign cycle as part of a team effort that raised over \$26M. Primary responsibilities included developing target lists, donor outreach, managing host, candidate call time preparation and follow up, pledge collection calls, advancing events, processing all \$26M in online and check contributions.
- Administered the daily tracking of the direct mail and online fundraising line items for finance plan to ensure accurate projections; direct mail program raised over \$375,000, online program raised over \$2.4M. Managed and trained one staffer and one intern to assist with check processing system.
- Worked on Gubernatorial Recount processes, specifically through the means of outreach to provisional voters and serving as an observer for the Durham Board of Election's physical hand recount.
- Gained valuable hiring experience during Cooper Transition efforts by developing application tracking system as well as making staffing placement recommendations to incoming Administration.

## Activities

**North Carolina State University Mock Trial Team; Raleigh, NC**

**Aug. 2014 - May 2015**

- Gained courtroom experience in a competitive environment while working with a team.
- Leadership role on the team, led meetings for the prosecution.

**North Carolina State University Habitat for Humanity; Raleigh, NC**

**Jan. 2014 – Aug. 2014**

- Helped lead group of 20 students to Louisiana and contributed to building two homes during the week of Spring Break.
- Assisted with fundraising efforts for group by reaching out to local businesses and student outreach.

**Alpha Phi Omega; Raleigh, NC**

**Aug. 2013 - May 2015**

- Maintained active membership in a service fraternity dedicated to reaching out into the community with charitable endeavors.
- Served on Service Committee and worked with businesses to set up volunteer opportunities for fellow members.

## Skills

VoteBuilder, MyNGP Technologies, SAS Statistical Software, Microsoft Office, Adobe Creative Suite, Cision.



## Jonathan Nelson

(b) (6)

A large black rectangular redaction box covers the content of the page below the name and the (b) (6) label.

### Core Competencies

- **Water and Environmental Policy Expertise** – Nationally recognized expert on strategies to secure access to safe and affordable drinking water for underserved communities, build resilient drinking water institutions, and leverage water opportunities to recover more equitably from the COVID-19 pandemic. Campaign manager for successful 2017-2019 effort to secure \$1b in new water funding for underserved communities of color in California, and then served as key architect of successful implementation. Author of numerous water/EJ legislative acts, regulations, and policy proposals. Served as water and environmental justice advisor for presidential campaigns (including co-chairing Biden Presidential Campaign's Rural Infrastructure Committee), Congress, national foundations, California Governor and Legislature, and national/state foundations, associations and nonprofits.
- **Stakeholder and Community Engagement Expert** – Expert in building community and stakeholder engagement/trust, including: acting as the point of contact between frontline communities and elected and agency officials; creating innovative diverse coalitions that shift power dynamics and open up new pathways for progress; and designing programs, strategies, processes and messaging that help cultivate community partnerships and build community leadership. Facilitated countless meetings between EJ community members/leaders and national, state and local elected and agency officials, including on highly controversial/complex topics. A trusted voice with environmental justice and water equity organizations across the US.
- **Organizational Leader** – Experience serving in leadership positions within organizations, including directly supervising and managing staff/teams, overseeing and executing complex organizational policy programs and initiatives, collaborating with organizational leadership to set overall strategic/policy agendas, developing and managing budgets and contracts, and representing organizations externally. Also experienced serving in highly visible public positions, including as a CA Governor State Council appointee & serving on CA Water Board's public advisory board for implementing \$1b in water funding.
- **Legislative, Regulatory and Policy Advocacy** – Experienced in all aspects of legislative and regulatory advocacy, including: writing legislation and regulations, crafting sophisticated legislative and regulatory strategies, advancing key organizational legislative and regulatory priorities, managing day-to-day engagement on legislative and regulatory matters, testifying before legislative committees and regulatory boards, developing strong advocacy messaging that resonates and persuades, and building coalitions that help organizations achieve their legislative, regulatory and policy goals.
- **Strategic Communications** – Extensive experience in designing and then executing strategic communications campaigns designed to advance organizational objectives, including: developing comprehensive communications strategies, creating persuasive messaging that compels action, interfacing with external press and managing media engagement, serving as a lead spokesperson for key organizational priorities, and coordinating and managing internal and external communications resources.
- **Oral and Written Advocacy** – Frequent public speaker and writer. Engagements include remarks before Congress, state and national legislative and regulatory committees/boards, speeches before large audiences (500+), and presentations at conferences, universities and community venues. Interviewed by/published in many media outlets.

### Notable Accomplishments

- **Legislative and Regulatory** – Authored major California drought legislation in 2021. Helped lead national water equity advocacy in 2021 as part of infrastructure bill/Build Back Better. Served as campaign manager for historic effort that secured over \$1b in new funding for safe drinking water needs in California through enactment of the Safe and Affordable Drinking Water Fund in 2019 after a 3-year campaign, and then appointed by California leadership in 2020 to steer implementation. Testified repeatedly before Congress and California Legislature on water issues. Secured tens of millions in competitive regulatory grant funding to help create the nation's first all-electric bus transit fleet in 2014-2016. Acted as campaign manager for legislation that provided for the largest expansion of pharmacy scope of practice in decades to help increase access to basic health services in 2012-2013. Played a leading and/or collaborative role in navigating over 20 legislative proposals through the California Legislature and into law between 2012 and 2021.
- **Water Equity and Environmental Justice Leadership** – Helped shape groundbreaking policy initiatives, such as the development of the California Safe and Affordable Drinking Water Fund proposal, utilization of the Human Right to Water framework in state and national decision-making, and expansion of access to basic services in underserved areas. Regularly called upon as a policy expert to testify at both the national and state level and as part of stakeholder convenings and conferences. Co-authored op-ed on water affordability and equitable COVID recovery in 2021 with Dolores Huerta.
- **Strategic Communications/Campaign Management/Coalition Building** – Led or co-led multiple advocacy and strategic communications campaigns over the years, including the 2017-2019 Safe and Affordable Drinking Water Fund campaign, the 208-2021 national Water Equity and Climate Resilience Caucus, and a 2020 COVID/water equity initiative that secured support of stakeholders representing over 500 entities as diverse as Dolores Huerta and the California Chamber of Commerce to raise the profile of water as an engine of equitable COVID recovery.



## Timeline

---

### **Community Water Center**

*Policy Director*

2016 to 2021

- Served in senior organizational leadership position for 5 years at nation's leading environmental justice organization that works on water equity issues at the local, state and national level.
- Led and oversaw organization's legislative, regulatory, strategic advocacy communications and policy campaigns to secure safe and affordable drinking water for all Californians, with particular focus on low-income communities of color.
- Managed in-house team of advocates, lawyers, policy analysts and communications professionals.
- Serves as an external liaison to federal, state and local decision makers, as well as other water sector stakeholders and the media. This includes testifying before Congress, the California Legislature and the State Water Resources Control Board.
- Built up the organization's strategic planning, annual planning and staff planning processes to position organization for next chapter of growth and impact. Served as Executive Director's senior advisor for last 3 years.

### **Jonathan Nelson Consulting**

*Owner*

2016 to 2021

- Provided strategic consulting services with particular focus on water, environmental and good governance sectors, including The Water Foundation, DigDeep, US Water Alliance, the Weideman Group, and Vitu.

### **Weideman Group, Inc.**

*Associate*

2014 to 2016

- Managing associate for government affairs firm with a large portfolio of environmental, healthcare, labor, technology and public sector clients.
- Directly represented clients on legislative and regulatory matters, with expertise in healthcare, environmental, transit and technology issue areas, and provided strategic communications and messaging support.
- Lead for firm's grant writing work, securing tens of millions of dollars in direct funding for clean energy and transportation projects.

### **California Society of Health-System Pharmacists**

*Government Affairs and Special Projects Manager*

2012 to 2014

- Served as internal coordinator for government affairs, communications and health policy initiatives; was quickly promoted into day-to-day management responsibilities for these areas.
- Represented organization before the California Legislature, regulatory agencies and industry stakeholders.
- Reimagined organization's online and written engagement strategy with member network; launched new communications systems; and led internal committees, task forces and initiatives.

## Education

---

**B.A., Political Science, University of California, Davis – 2012**

## Public Service

---

**California State Water Resources Control Board Advisory Group, NGO Representative – 2020-2021**

**California State Council on Developmental Disabilities, Gubernatorial Appointee – 2020-2021**

**Biden Presidential Campaign, Co-Chair, Rural Infrastructure Committee – 2020**

**Warren Presidential Campaign, Policy Advisor – 2019 to 2020**

**Stanford Youth Solutions, Board Member – 2014 to 2016**

(b) (6)

## PROFESSIONAL PROFILE

Action-oriented executive with international experience and outstanding strategic, operational and tactical leadership skills in solving critical and complex challenges. Excels in building high performance teams and increasing communications across multiple functional areas with a focus on planning, policy development, workforce analysis, and human capital management to produce multi-faceted strategic and operational results.

## PROFESSIONAL EXPERIENCE

### **Chief Deputy Secretary, North Carolina (NC) Dept. of Environmental Quality (DEQ) Feb 2017 - Present**

Serves as the Chief Deputy Secretary/Chief of Staff; providing direct support to the Secretary and coordinating the strategic and operational planning efforts of the senior staff in executing the department's mission and associated goals and objectives. Oversees approximately two billion dollars in assets, 1600 employees and seven regional offices across the state. The Department administers regulatory oversight to businesses, state and local municipalities, creates strategic partnerships and implements public-private assistance programs to protect the state's environment, economy and public health.

- Instrumental in the development and implementation of NC Governor's 2018 Executive Order 80 (EO80) to address climate change impacts and transition NC's energy economy across the entire spectrum of government. Guided two key plans associated with EO80 (clean energy plan and climate risk assessment and resilience plan) to completion through close coordination with senior C-suite leaders of state agencies, local government, and business and environmental stakeholders while positioning the department to advance and implement a multitude of requirements identified in both plans.
- Reinvigorated department's planning, coordination and execution of our disaster recovery responsibilities as a result of numerous significant weather events (hurricanes, tornadoes, landslides) impacting the state. Integrated aspects of the clean energy and climate risk and assessment plans into the department's day-to-day functioning; orienting our combined \$86.7 million recovery effort towards mitigation, resilience and nature based solutions to better manage and anticipate future climate impacts on the citizens of NC.
- Leading effort to modernize and streamline DEQ permitting processes with emphasis on an agency enterprise system designed to create more regulatory consistency and transparency for the regulated community while being more accessible and business friendly. Identified over 200 regulatory processes that have been consolidated down to 90 processes within five regulatory divisions to include an online portal registration process, application, payment and issuance determination. Reprioritizing internal resources to support program with two divisions coming on line in 2021 while also negotiating for additional resource support.

### **Consultant, Environmental Defense Fund (EDF)**

**Feb 2016 – Feb 2017**

Tasked with developing a strategy and implementation plan to best position EDF to engage with the military, national security groups, veterans and other community partners in order to foster relationships supporting and reinforcing clean energy initiatives advanced by EDF. Identified ways and means to integrate current and future clean energy initiatives and related policy implications (State and Federal) associated with the military that provide opportunities, challenges, and/or barriers to EDF's goals.

- Produced report to EDF Southeast Clean Energy team with basic strategy on how EDF can best engage and enhance their clean energy objectives with the Department of Defense (DoD).
- Opened dialog with NC military leadership, energy providers, regulatory agencies and legislators to determine specific energy issues and challenges for the military within state and federal policy and regulation. Expanded outreach to DoD and military service secretariats and headquarters energy managers to better define their specific and mandated energy requirements.
- Re-established EDF's strategic partnership with Operation Free focusing on the national security and military readiness benefits of clean energy.



## **JOHN A. NICHOLSON**

### **Vice President of Operations, Panthera Training, Old Fields, West Virginia**

**Feb 2014–Feb 2017**

Led, directed and managed the operations, administration, and logistics activities for an organization focusing on providing training and instructional support to top-level government (Defense, State, Homeland Security, etc.) and private clientele. Accountable for the development of specialized/client specific training and instruction covering a broad range of topics to include firearms and security driver training, special tactics, executive protection, and situational awareness and survivability training. Director of Panthera's 750+ acre full service training and support center.

- Refocused internal structure and staffing to improve overall administrative, training and facility support to client base. Standardized full time personnel and cadre instructor staff duties and contracts by providing achievable and measureable goals resulting in improved support to customer(s) and employee morale within authorized personnel and labor budget.
- Implemented a center-wide environmental and safety program covering over 33 task areas to include: water shed/natural resources mitigation, development of a center crisis and disaster plan and a comprehensive live fire range safety regulation handbook for use by all clients and staff.
- Fostered close relationship with existing client base in order to maintain over \$7M in annual contracts while advocating and leading shift in organizational direction to pursue new business opportunities.

### **Military Affairs Advisor, Office of the Governor of North Carolina (NC)**

**Dec 2010-Sep 2013**

Accountable for guiding the Governor's strategic vision and execution of efforts to develop and grow jobs in NC's \$23 billion+ military and defense economy. Fostered an open and collaborative partnership with the executive leadership of NC's military installations/commands, senior DoD/Homeland Security officials and federal, state, and community leadership focused on supporting, sustaining, and growing U.S. military presence in the state.

- Revitalized this senior-level position by expanding upon the value the military brings to the economy, reinforcing existing relationships and creating new ones focused on expanding the defense economy in NC.
- Advised the Governor, Cabinet Secretaries, legislators and C-level public, private and academic leadership on military/defense issues, leveraging access to key stakeholders to broker unique deals between all sectors of the economy. Influenced the development of key policy and legislation in support of the military, veterans and their families. Examples include:
  - Guided efforts of diverse stakeholders to further develop and refine a complex statewide land-use strategy focused on reinforcing and codifying partnerships in compatible land-use utilizing available resources to protect, preserve, enhance, and sustain, farms, forests, working waters and military training. Resulted in three new laws supporting the military to include the first legislation in the U.S. to establish a permitting program that considers military impact for the siting and operation of wind energy facilities.
  - Leveraged relationships with military installations and state/federal/local community leadership to address quality of life issues impacting military families in NC with a specific focus on health care, child care, education, and job assistance for spouses and transitioning service members. Directed the Administration's effort to support enactment of legislation to facilitate service members and their spouses to receive licensure and academic credit for military education, training and experience in order to improve employment opportunities.
  - Brokered historic agreement between U.S. Army Special Operations Command and the NC Motorsports industry (NASCAR) for vehicle upgrades and modifications announced at 2012 Daytona 500 to an international audience resulting in hundreds of new jobs and millions in new contracts across the state.

### **United States Marine Corps (USMC)**

**1982 to 2010**

Service in the Marine Corps entailed a multitude of command and staff leadership positions worldwide with responsibilities for small and large unit (200 to 10K) operations, planning, policy, logistics, and training culminating at the rank of colonel. Performed in variety of C-level leadership positions during last ten years of



## JOHN A. NICHOLSON

service highlighting significant experience and expertise in the planning, development and resourcing of multifaceted programs and organizational units. Examples include:

- Senior Marine Corps Commander's (Lieutenant General – 3 star) direct representative to major international and national commands in Afghanistan in charge of coordinating and executing the reception, staging, integration, and onward movement of over 25K forces into and out of Afghanistan.
  - Expanded command presence from one location to four in Afghanistan and Kyrgyzstan at major transit hubs. Expansion provided critical administrative, logistical, and infrastructure support to the inbound/outbound flow of personnel and equipment resulting in a more predictable and balanced force transition meeting all mission requirements.
- Provided day-to-day leadership and direction in a Deputy Director/Chief of Staff role for the Director (Major General – 2 star) to five functional C-level Branches responsible for personnel and manpower policy, force strength management, force career management, professional military education, force integration and operations, and budget programming and execution for a 100K-member organization/\$640 million budget.
  - Synchronized the efforts of the Branches to include initiating and monitoring a full range of supervisory duties focused on facilitating internal and external staff communications, maintaining appropriate records associated with personnel management, organizational structure, and training.
- Led, resourced, and built organizational foundation to support more than 1300 military and civilian personnel and their families from zero to 1300 in less than a year for new US Combatant Command, US Africa Command. Position was civilian equivalent of mayor/city manager reporting directly to the Commander (General – 4 star) and Chief of Staff (Major General – 2 star)
  - Developed internal command and support structure to address the administration, logistics, facilities, training, and force protection while initiating extensive quality of life program; established close ties to local health, education, personnel, facilities, safety, and morale and welfare organizations in the greater Stuttgart Germany area.
- Directed C-level personnel planning, training, policy and manpower initiatives for 100K-member organization with the objective of maintaining congressionally ordered personnel strength for 40K of the force achieving strength goal all four years within the authorized budget of approximately \$640 million.
  - Spearheaded strategic initiative to increase junior officer population within organizational structure by developing a suite of programs designed to access new talent while offering retention incentives to existing manpower. In the first year of execution the programs resulted in an increase of over 75 junior officers to the force amounting to a 300% increase. Programs are still operational today.

## EDUCATION

Master of Arts, National Security and Strategic Studies, U.S. Naval War College, Newport, RI

Master of Military Studies, U.S. Marine Corps Command & Staff College, Quantico VA

Bachelor of Arts, Political Science, San Diego State University, San Diego, CA



## About

Obscura's professional expertise and multidisciplinary artistic practice ranges from art direction, creative strategy, research, interactive productions (XR, virtual/augmented reality), photography, video editing and digital storytelling in spanish and english.

## Experience



### Creative Director

#### Office of the Speaker, U.S. House of Reps., Nancy Pelosi

12/2016 - 10/2020

- Supervised and hired a cross-functional creative team to develop strategic visual content for the Speaker of the House official social media accounts which effectively increased the Speaker's total follower count from 1.5 million to 6+ million.
- Designed and oversaw visual identity for 200+ Legislations passed by the House for national dissemination on digital and print on behalf of the Speaker of the House, while cultivating a constant trusting collaboration with various Congressional committees/-caucuses and community groups.
- Directed multimedia visual strategy and digital content for first impeachment against the 45th President of the United States (also the seond impeachment but as a consultant).
- Management of yearly budget \$500K+ for visibility, content creation, digital strategy and equipment.
- Official spokesman in Spanish for the Speaker of the House and translated official statements, press releases in Spanish.
- Creator, author, and photographer of photoblog "Madam Speaker: A Behind-the-Scenes Look".
- Roles previously held for the the Speaker of the House: Official Photographer, Director of Hispanic Media, Deputy Press Secretary.



### Deputy Digital Director/Filmmaker

#### Hillary for America

05/2016 - 11/2016

- Develop strategic plans and concepts for creating storytelling digital visual content aimed to educate targeted markets using social media platforms while also working in close collaboration with VIP campaign surrogates and stakeholders.
- Daily monitoring, management and posting for all official social channels with a total monthly reach of more than 3 million people.
- Taught cross-departmental filmmaking workshops, interviewed new applicants, mentored incoming filmmakers, part of team that received over 1 billion views across platforms.
- Wrote, directed and produced original video and visual content in English/Spanish.



### ESL Highschool Teacher

#### Vietnamese English School (Vietnam)

09/2015 - 12/2015

- Developed lesson plans and taught English in highschools across Ho Chi Minh City.



### Filmmaker

#### US Pavilion at the World Expo Milano 2015 (Italy)

04/2015 - 08/2015

- Strategized and developed visual storytelling content to USA Pavilion social media platforms including Facebook, Instagram, and Twitter.



### JR Editor (Post-Production)

#### Public Broadcasting Service (PBS)

05/2014 - 04/2015

- Video editor in the PBS Media Operations Center where I was responsible for editing and creating trailers for the marketing team for national distribution on television and digital platforms.



### Bilingual Content Creator Intern

#### The White House (Obama Admin), Office of Digital Strategy

05/2013 - 12/2013

- Produced and translated content in Spanish for the @LaCasaBlanca Twitter and Facebook accounts, which have 95.2K and 12.2K followers respectively, helping reverse a decline in follower growth.
- Led the production of a video on the evolution of the Easter Egg Roll that was viewed 450K times across multiple platforms.
- Assembled and produced the "Daily Snapshot," a daily email which is sent to a mailing list of more than 350K.
- Wrote, directed and produced original video and visual content in English/Spanish.

→ Academic Success Student Mentor  
Texas A&M International University

08/2012 - 04/2013

- Mentored and assisted new students through their first year of college, many of whom were first generation college students and/or from underrepresented communities.
- Mentored sophomores in borderline of academic probation.
- Oversaw the academic progress of 30 students who I had to meet on a weekly basis.

+ Consulting/Freelance

Clients: Amnesty International, MTV, BMW, Cala Alliance, PBS Kids, White House, U.S. House of Representatives

+ Awards

- Lumen Prize– Longlist Winner, Immersive Environment Award 2022
- Royal Society of Arts Fellow, 2021
- Fulbright Scholar Postgraduate Arts Award, US-UK Commission, 2020-2022
- Hispanic Heritage Fund Scholar, 2013 & 2020
- U.S. Department of State Benjamin A. Gilman Scholar 2014

+ Exhibitions

- The Border Project: Fronterizo (Virtual Reality installation).
  - Cromwell Place, London, U.K. 2022
  - Laredo Center of the Arts, TX, USA, 2022
- An Enrichement: Lichens and Pollution (installation). Iklectik, London, U.K. 2021
- Permanent photography exhibition. Speaker’s Executive Office, U.S. Capitol 2019

+ Academia

- Royal College of Art, Visiting Lecturer, 2022
- Texas A&M International University, Visiting Lecturer, 2019-2022
- Laredo College, Visiting Lecturer, 2022

Education

Royal College of Art  
M.A. Digital Direction  
2020-2022

Texas A&M International University  
B.A. Communications, minor in Anthropology  
2009-2014

[Redacted]

Skills

Photoshop  
Lightroom  
After Effects  
Premiere  
InDesign  
Illustrator  
Audition  
Unity  
TouchDesigner  
Blender  
Cinema 4D  
Figma

Languages

Spanish- fluent



## ZACHARY B. PILCHEN

(b) (6)

---

### EXPERIENCE

---

#### BEVERIDGE & DIAMOND, PC, Associate / Deputy Chair of Air & Climate Practice Group Feb. 2020–Present

- Deputy Chair of Air & Climate Practice Group at nation's oldest and largest environmental law firm.
- Counsel clients on how to comply with complex federal, state, and local environmental laws — with particular emphasis on air pollution and climate regulations (both mobile and stationary sources) under the CAA, the AIM Act, and state equivalents.
- Draft agency rulemaking comments, negotiate settlement agreements, and litigate on behalf of clients in federal and state courts.
- Active pro bono practice, including representation of Afghan refugee translator for U.S. military, and amicus briefs on behalf of civil rights legal historians in *Black Lives Matter v. Trump* (Lafayette Square) and in *Smith v. Trump* (police officers injured in January 6 attack) for claims arising under KKK Act.

#### SENATE ENVIRONMENT & PUBLIC WORKS (EPW) COMMITTEE, EPA Detailee/Brookings Jan. 2018–Dec. 2020

- **Hearings and oversight.** Participated in all aspects of committee hearings including briefing and staffing Sen. Carper; minority witness preparation; and drafting questions for hearings and the record. Researched and analyzed environmental records of certain judicial nominees for senior EPW staff and Judiciary Committee. Drafted multiple oversight letters on high-profile energy and environmental matters.
- **Environmental policy.** Performed all duties of Senior Policy Advisor for Clean Air & Climate Change during advisor's maternity leave. Throughout service on EPW Committee, provided expert advice to all Democratic Senate offices, and worked regularly with representatives and lobbyists from states, industry, and environmental groups. Translated complex EPA initiatives into essentials comprehensible to laymen.
- **Legislative drafting and negotiation.** Primary drafter of bipartisan CWA bill concerning regulation of vessel discharges ("VIDA," largely codified at 33 U.S.C. § 1322(p)). Drafted and negotiated legislation on diverse array of other environmental issues, including portions of bipartisan AIM Act phasing down HFCs.

#### EPA OFFICE OF GENERAL COUNSEL (OGC), Attorney-Advisor

July 2014–Feb. 2020

- **Climate regulation.** Member of EPA's Clean Power Plan (CPP) legal team. Assisted with cutting-edge environmental and administrative law issues during the CPP's legal and technical development, and all aspects of the Obama-era litigation (including representing EPA at counsel table for part of the *en banc* D.C. Circuit argument). CPP legal lead on measures for improving power plant efficiency, and on the rule's constitutional implications. Lead EPA counsel for novel "climate trust" constitutional litigation, *Juliana v. United States*.
- **State Implementation Plans (SIPs).** Extensive involvement in dozens of EPA rulemakings at the nexus between state and federal CAA authority, including as member of OGC's Interstate Transport team.
- **Permitting.** Developed and drafted numerous EPA Administrator Title V orders responding to citizen challenges to state-issued permits. OGC lead on federal oversight of state Title V programs. OGC expert on Title V source determinations. Assisted with development of federal operating permits.
- **Fifth Amendment takings.** Lead EPA lawyer on all Fifth Amendment takings claims against the agency. Defended actions and advised clients on takings matters arising under CAA, CWA, CERCLA, and FIFRA.
- **Litigation & briefing.** In connection with the four subject areas above, worked closely with DOJ attorneys to defend EPA in numerous federal lawsuits, including via defensive depositions. Regularly briefed political appointees and senior management regarding ongoing matters, including for congressional testimony.

#### DOJ ENRD, ENVIRONMENTAL ENFORCEMENT SECTION, Power Plants Litigation Law Clerk Summer 2014

- Researched and drafted court filings for specialized ENRD unit enforcing New Source Review.
- Combed through thousands of documents related to ratemaking cases for deposition preparation; and synthesized decades of data on capital projects in preparation for expert witness deposition.

---

<b>EPA OFFICE OF ADMINISTRATIVE LAW JUDGES, Student Law Clerk</b>	Spring 2014
---	-------------

---

- Assisted EPA’s ALJs and staff attorneys with all aspects of managing and resolving complex administrative litigation under the CWA, CAA, FIFRA, TSCA, and Magnuson-Stevens Act, including by drafting opinions, discovery orders and compliance orders, and by conducting legal research.

<b>ATTORNEY’S OFFICE, DISTRICT OF OREGON, Clinical Law Student</b>	Spring 2013
--	-------------

---

- Worked under supervision of Assistant U.S. Attorney and EPA agent on criminal CWA case; provided legal research and writing for CAA case involving failure to report opacity violations.

<b>PERKINS COIE, LLP, Law Clerk</b>	Spring 2012
-------------------------------------	-------------

---

- Provided legal research and analysis regarding feasibility of potential NPDES permit-sharing program.

<b>EPA OFFICE OF CIVIL ENFORCEMENT, Honors Law Clerk</b>	Summer 2012
--	-------------

---

- Worked with EPA attorneys and U.S. Attorney’s Office on complex RCRA and TSCA enforcement actions.

<b>EPA OFFICE OF COMPLIANCE, Honors Law Clerk</b>	Summer 2011
---	-------------

---

- Wrote sections of “Next Generation Compliance” manual; conducted e-discovery for *Deepwater Horizon* case.

<b>NORTHWEST ENVIRONMENTAL DEFENSE CENTER, Member (Air Group)</b>	Fall 2010–Spring 2013
---	-----------------------

---

- Drafted public comments regarding proposed Oregon DEQ regulations and draft Title V permits.

<b>THE NATURE CONSERVANCY, Legal Assistant Intern</b>	Summer 2010
---	-------------

---

- Assisted Latin American legal department regarding “debt-for-nature swap” contracts and other matters.

---

<b>EDUCATION</b>
------------------

---

<b>GEORGE WASHINGTON UNIVERSITY LAW SCHOOL, <i>Washington, DC</i></b>	<b>Jan. 2015</b>
---	------------------

<b>LL.M Energy &amp; Environmental Law, <i>with highest honors</i></b>	GPA: 3.93
--	-----------

**Honors:** Shaw Graduate Fellow in Administrative Law; master’s thesis on use of CWA to fight climate change.

<b>LEWIS &amp; CLARK LAW SCHOOL, <i>Portland, OR</i></b>	<b>May 2013</b>
--	-----------------

<b>J.D., <i>magna cum laude</i> / Certificate in Environmental &amp; Natural Resources Law</b>	GPA: 3.672
--	------------

**Rank:** 17 of 232 (top 7.3%)

Highest scoring student in Advanced Legal Writing, Environmental Law, and Environmental Enforcement.

**Activities:** Environmental law review (Envtl. L.); moot court; legal writing teaching assistant

**Honors:** Dean’s List (all semesters); Environmental Advocate of the Year Competition (authored bench brief for Chief Justice Roberts) (2013); National Champion, *National Animal Law Moot Court Competition* (2013); National Order of Scribes, *Am. Society of Legal Writers* (2013); Cornelius Honor Society, *Lewis & Clark Law School* (2013); National Finalist & Regional Winner, *National Moot Court Competition* (2012); Best Oral Advocate & Best Appellate Brief, *Lewis & Clark First-Year Moot Court Program* (2011)

<b>COLLEGE OF WILLIAM &amp; MARY, <i>Williamsburg, VA</i></b>	<b>May 2010</b>
---	-----------------

**B.A., Environmental Policy / B.A., Government**

---

<b>SELECT PROFESSIONAL HONORS</b>
-----------------------------------

---

<b>DOJ Assistant Attorney General’s Award for Excellence, Clean Power Plan Litigation Team</b>	2016
--	------

<b>EPA Gold Medal for Exceptional Service, Clean Power Plan development</b>	2016
---	------

<b>EPA Silver Medal for Superior Service, Startup, Shutdown, Malfunction SIP Call</b>	2016
---	------

<b>EPA Bronze Medal for Commendable Service, Title V permitting</b>	2017
---	------

<b>EPA Bronze Medal for Commendable Service, NSR-SIP litigation</b>	2018
---	------

<b>Rising Star Award, Lewis &amp; Clark Law School (alumni award)</b>	2020
---	------

<b>Capital Pro Bono High Honor Roll, D.C. Courts (over 100 hours of pro bono legal work)</b>	2022, 2021
--	------------

---

<b>BAR MEMBERSHIPS</b>
------------------------

---

Virginia; Washington, D.C.



**Amanda Suzanne Pizzuti**

(b) (6)

**WORK EXPERIENCE**

**Pizzuti Strategic Associates, LLC**, Brooklyn, NY, and Washington, DC

**Founder & President**, February 2017-May 2019 and August 2021-Present

- Counsel federal, state, and municipal candidates on best practices for fundraising, campaign finance law compliance, and general management.
- File periodic campaign finance reports on behalf of campaigns to the New York City Campaign Finance Board and New York State Board of Elections.
- Manage day-to-day operations and accounting for a small business.

**Biden for President**, Philadelphia, PA

**Deputy Director of Compliance**, May 2019-August 2021

- Responsible for overall day to day management and operations of Biden for President's compliance program, which along with its joint fundraising committees, Biden Victory Fund and Biden Action Fund, raised over \$1.5 billion.
- Enforced Federal Election Commission regulations across the campaign and led the team responsible for submitting all FEC filings and responding to the Commission as needed.
- Hired, trained, and managed six full time staff members, as well as interns and volunteers; ensured that the entire team successfully transitioned to work remotely.
- Spearheaded all regular compliance processes including daily donor communications, donors with foreign addresses, best efforts, reattributions, redesignations, and refunds, throughout the campaign and during the wind down period.
- Managed internal and external relationships with stakeholders and senior officials that supported compliance efforts and multiple facets of the campaign.

**Suozzi for Congress**, Glen Cove, NY

**Finance Director**, April 2016-March 2017

- Raised over \$2 million for a winning "Red to Blue" Congressional campaign.
- Executed and oversaw the entire fundraising and campaign finance compliance operation for primary and general elections.
- Supervised staff, interns, and volunteers.

**Mercury LLC**, New York, NY

**Associate**, June 2015-March 2016

- Continued all responsibilities from Stiles Partners, LLC.
- Organized large-scale fundraisers and other high-profile client events.
- Compiled daily press clips for clients and senior leadership.
- Provided support to government relations staff and assisted corporate clients with community outreach.
- Wrote fundraising proposals for clients.

**Stiles Partners, LLC**, New York, NY

**Consultant**, March 2013-June 2015

- Assisted with all fundraising tasks for federal and New York State clients.
- Managed campaign finance compliance for a successful federal re-election campaign.

- Attended client meetings and drafted briefing memos.
- Oversaw launch of a federal campaign exploratory committee.

**Bedford Grove LLC, New York, NY**

**Associate, February 2012-February 2013**

- Managed campaign finance compliance for New York City candidate; assisted with fundraising operation and events for federal, statewide, citywide, and non-profit clients.
- Facilitated scheduling for political clients; maintained multiple fundraising databases; staffed candidate meetings and call time.
- Oversaw internship program.

**Darrison Barrett and Associates, LLC, New York, NY**

**Vice President, April 2009-November 2011**

- Facilitated compliance and fundraising operations for clients, organized and carried out events for political and non profit clients.
- Created and managed databases for the firm and clients; researched donors and developed relationships.

**Kristen McElroy for State Senate, Carle Place, NY**

**Scheduler and Deputy Finance Director, September 2008-November 2008**

- Organized, maintained, and updated daily schedule for candidate and staff; researched events; staffed candidate.
- Researched potential contributors; prepared and sent follow-up information and thank you notes to donors.

**VOLUNTEER EXPERIENCE**

**Hillary for America, Brooklyn, NY. 2015-2016.**

- Worked with the compliance team on tasks including best efforts research and check returns.

**Our Lady of Grace Roman Catholic Church, Brooklyn, NY. 1999-2019.**

- Lector and Youth Group Leader.

**EDUCATION**

**Fordham University, Graduate School of Arts and Sciences, New York, NY**

Master of Arts, Elections and Campaign Management, 2008.

**Fordham University, Fordham College at Lincoln Center, New York, NY**

Bachelor of Arts, Major: Political Science; Minor: Communications and Media Studies, 2007.

**LEADERSHIP ROLES AND AWARDS**

**Brooklyn Democrats for Change, President; First Vice President, 2013-2019.**

**New York State Young Democrats, Treasurer, 2014-2021. Woman of the Year Award, 2017.**

**Brooklyn Young Democrats, Founder; President, 2010-2013.**

**SKILLS**

- NGP; ActBlue; C-SMART (New York City Campaign Finance Board Software)
- Microsoft Office Suite; Google Apps; Lexis-Nexis
- Team building
- Proficient in Italian



# MAGGIE E. POLACHEK

(b) (6)

## EXPERIENCE

**THE WHITE HOUSE**, Washington, D.C.

March 2021 – Present

**Deputy Chief of Staff, American Rescue Plan (ARP) Implementation (On Detail from Office of Management & Budget)**

- Serve as Acting Chief of Staff to Gene Sperling, ARP Coordinator & Senior Advisor to the President.
- Advise on all aspects of implementation of the \$1.9 trillion stimulus package, including monitoring over 200 programs in coordination with agency officials. Special focus on communications, external engagement, and team management.
- Manage team of 10; develop and implement team processes to ensure team is responding to priorities of the day.
- Facilitate daily principal-level decision-making through written and oral briefings.
- Design and execute rollouts for major ARP announcements in close partnership with White House Communications and Press teams. Create written collateral (e.g., fact sheets, press releases) for distribution to press and key stakeholders.
- Coordinate public events featuring White House Principals, Cabinet members, members of Congress, state/local electeds.
- Collaborate with policy experts on rapid response to press inquiries and develop background materials for reporters.
- Serve as ARP Team lead in an interagency working group focused on Child Tax Credit Implementation; design outreach strategies to ensure as many families as possible are able to access the ARP's expanded Child Tax Credit this year.
- Run processes to ensure information-sharing and consensus-building amongst key agencies including Treasury, OMB, DOT, DOL, USDA, and HHS and White House departments including Intergovernmental Affairs, Office of Public Engagement, Office of Outreach and Political Strategy and Communications.
- Secure commitments from private, nonprofit, and government partners for key ARP initiatives, including the Child Tax Credit, Emergency Rental Assistance, and the Low-Income Household Energy Assistance Program.
- Prepare memoranda and reports for White House leadership, including the President of the United States.
- Serve as primary hiring manager for the team; on-board and train new staff upon arrival.

**OFFICE OF MANAGEMENT AND BUDGET**, Washington, D.C.

January 2021 – March 2021

**Deputy Chief of Staff**

- Developed process for tracking key milestones and important dates related to President Biden's Executive Orders.
- Facilitated confirmation hearing preparations (e.g., mock hearings, briefing books) for OMB nominees. Coordinated submission of Questions for the Record to Senate Committees following nominee confirmation hearings.
- Served as co-Executive Secretary; ensured OMB experts provided feedback and cleared paper in a timely manner.

**STARBUCKS COFFEE COMPANY**, Seattle, WA

June 2020 – January 2021

**Project Manager, Global Public Policy**

- Served as project lead for the development and launch of *Starbucks Community Resilience Fund* – a \$100 million investment in Community Development Financial Institutions to support small businesses and community projects in neighborhoods with historically limited access to capital. Developed work plans, aligned business leaders on project developments and key decisions, built stakeholder engagement plans, and worked with the Communications team to secure positive media coverage.
- Led a cross-functional working team of 7, including senior leaders, tasked with redesigning Starbucks' approach to holistic community safety through new partnerships with law enforcement organizations, civil rights groups, and social service providers.
- Member of COVID-19 working group which established company-wide policies during the early days of the COVID-19 pandemic, including first national mask mandate in the industry, and developed partnership with Google and Washington State on COVID-19 exposure notification app.
- Tracked business-relevant federal, state, and local legislation and ordinances and provided real-time updates to senior leadership on legislative developments.

**GATES VENTURES**, Kirkland, WA

Spring 2020

**Private office of Microsoft Co-Founder Bill Gates**

**Consultant**

- Drove body of research, including interviews with several in-country experts, on Vietnam's early response to COVID-19.
- Wrote research paper which was published by Exemplars in Global Health (launched by Gates Ventures in late Spring 2020) and informed the Gates Foundation's COVID-19 global response strategy.

**UW CENTER FOR LEADERSHIP & STRATEGIC THINKING**, Seattle, WA

September 2019 – June 2020

**Competitive, paid leadership development program at the Foster School of Business, University of Washington**

**Leadership Fellow**

- Selected for a highly-competitive, paid leadership development program for second-year MBA students at the University of Washington's Foster School of Business.
- Coached cohort of 12 first-year MBA students; facilitated group discussions, team building, and conflict resolution.



**FOSTER BUSINESS RESEARCH GROUP**, Seattle, WA

Spring 2019

*Partnership between the University of Washington's Foster School of Business and the Bill & Melinda Gates Foundation*

**MBA Research Fellow**

- Selected for competitive 20-hour per week paid research fellowship with the Bill & Melinda Gates Foundation.
- Conducted research on the role that national surveys can play in evaluating success of K-12 student programs.
- Presented research to senior executives at the Bill & Melinda Gates Foundation upon completion of the project.

**VULCAN, INC.**, Seattle, WA

May 2019 – May 2020

*Holding company overseeing Paul Allen's investments, businesses activities, and philanthropic initiatives*

**MBA Intern and Fellow, Government and Community Relations**

- Wrote project proposals and white papers for the executive leadership team to drive team-wide initiatives forward.
- Analyzed data to understand the effect of proposed municipal legislation on Vulcan's business.
- Conducted landscape analyses on confidential topics used to inform company- and team-wide strategic planning.
- Executed stakeholder engagement strategies to support Vulcan's philanthropic projects and \$1 billion real estate portfolio.

**CENTER FOR AMERICAN PROGRESS (CAP)**, Washington, D.C.

January 2015 – June 2018

**Director of President's Initiatives**

- Served as trusted advisor to Neera Tanden, former President of the Center for American Progress for over three years; advised on CAP's growth strategy, provided input on institutional priorities.
- Managed direct report; supervised workflow, provided regular feedback, conducted annual review.
- Worked cross-functionally to plan major policy conferences with VIP participants (e.g., elected officials, thought leaders) that captured national media attention and increased external engagement.
- Designed and ran quarterly meetings for 50 high-level donors on CAP's Board of Trustees and Advisory Councils; collaborated with 15 policy teams and internal stakeholders to provide updates to councils on policy priorities; hosted elected officials as special guests at council meetings.
- Partnered with the Development team to reach record-breaking revenue at EOY '17 - a 27% increase from EOY '16.

**Deputy Chief of Staff**

- Managed flow of information in and out of the President's office; ensured the President was well prepared for internal and external engagements; oversaw evening briefing book and scheduling system.
- Represented CAP's Executive Team on a staff delegation to Japan aimed at strengthening ties between CAP and Japan's Democratic Party.
- Served on CAP's Diversity Committee - a cross-functional group of colleagues dedicated to fostering a more diverse and inclusive workplace.

**Executive Coordinator**

- Managed the President's complex schedule and ensured it reflected her priorities.
- Ran point on approvals process for any written work in the President's name; regularly drafted communications on her behalf.

**ISSUE ONE**, Washington, D.C.

November 2013 – November 2014

*Non-partisan, non-profit advocacy organization dedicated to political reform and government ethics*

**Research Associate**

- Conducted quantitative analysis of independent expenditures and campaign contributions for several political campaigns and political action committees (PACs) during the 2014 election cycle.
- Distilled, summarized, and integrated key insights from Federal Election Commission (FEC) data sets into client report.
- Prepared presentation and shared research findings with client during end of project meeting.

**WENDY DAVIS FOR GOVERNOR**, Fort Worth, TX

November 2013 – November 2014

**Deputy Director of Scheduling & Special Projects Manager**

- Strategically allocated the candidate's time based on vote goals, fundraising objectives, and earned media opportunities.
- Created tracking system to categorize the candidate's activities which was used by senior staff to make critical decisions.
- Built presentations on the campaign's \$40M+ budget and polling data for Campaign Manager to present to key stakeholders.
- Produced three-day video shoot for several television ads that aired statewide in a seven figure media buy.

**OFFICE OF SENATOR RICHARD BLUMENTHAL (D-CT)**, Washington, D.C.

June 2012 – October 2013

**Legislative Correspondent**

- Collaborated with Congressional staff and women's health organizations to introduce the Women's Health Protection Act of 2013 (S. 1696) into the U.S. Senate.
- Responded to constituent inquiries on health care and women's issues; met with constituents to discuss legislation; conducted extensive policy research; wrote briefing memos.



***Office Manager & Assistant to the Chief of Staff***

- Designed and implemented intern recruiting strategy to diversify intern classes; partnered with Congressional Black Caucus, Congressional Hispanic Caucus Institute, and the Congressional Coalition on Adoption on recruiting and long-term partnerships for diverse intern classes.
- Managed up to 12 interns at a time; worked with policy and communications staff to ensure interns had substantive and meaningful internship experiences.
- Modernized staff onboarding process; provided crucial administrative support to the Chief of Staff and office at large.

**THE WHITE HOUSE**, Washington, D.C.

Summer 2011

***Intern, Domestic Policy Council - Office of Faith-Based and Neighborhood Partnerships***

- Engaged secular and religious community organizations in Obama Administration initiatives, including the *Year of Strong Fathers* and *Joining Forces*.
- Staffed public engagements featuring President and Mrs. Obama.
- Drafted blog posts and other communications materials for [whitehouse.gov](http://whitehouse.gov).

**EDUCATION**

---

**UNIVERSITY OF WASHINGTON – FOSTER SCHOOL OF BUSINESS**, Seattle, WA

June 2020

*Master of Business Administration*

- Dean's Merit Scholar, Forté Fellow
- Co-Founder and Co-President, Foster Business and Policy Group

**WELLESLEY COLLEGE**, Wellesley, MA

May 2012

*Bachelor of Arts, Political Science*

- College Government Vice President
- Phi Sigma Lecture Society Member

# MEDHA RAJ

(b) (6)

## WORK EXPERIENCE

**White House, Operation Allies Welcome | Chief of Staff** (*Sep. 2021 – Jan. 2022*) Washington, DC  
Managed priorities, staff, and operations for White House task force resettling 90k+ Afghan evacuees across the U.S. Workstreams included interagency policy development, external stakeholder engagement, and press and messaging.

- Set goals and communicated progress. Articulated team's strategic objectives. Set monthly team priorities, determined staff portfolios, and tracked progress. Wrote memos for POTUS and weekly briefs for White House leadership.
- Supported principal. Staffed, briefed, and prioritized engagements for OAW Coordinator Jack Markell. Helped drive interagency policy and partnership development for Coordinator's priorities in areas of housing, employment, and resettlement agency capacity building.
- Coordinated stakeholder engagements. Oversaw execution of meetings and roundtables with cabinet secretaries, governors, and Fortune 50 executives. Led planning for 6-state tour to meet local leaders and inform federal policy.

**White House, National Security Council | Advisor to the Chief of Staff** (*Mar. 2021 – Present*) Washington, DC  
Provide operational and strategic support to NSC Chief of Staff with the mission of rebuilding and revitalizing the NSC. Guide short- and long-term team priorities and manage special projects, including:

- Interagency process streamlining. Reviewed and streamlined NSC IPCs; effort increased efficiency by 28%. Sought agency front office and NSC senior staff feedback and conducted quantitative analysis. Set new IPC guidelines, best practices, and monthly targets. Produced bimonthly dashboard to inform leadership decision-making.
- NSC staff survey. Designed and launched survey for 300+ staff and 33 directorates to assess morale, challenges, and solutions. Analyzed 3k data points to derive conclusions. Briefed APNSA, PDNSA, and HSA on results and path forward. Used findings to determine second and third quarter COS priorities and improve management practices.

**Biden-Harris Presidential Transition | Deputy Digital Director** (*Nov. 2020 – Jan. 2021*) Washington, DC  
Managed day-to-day operations and set strategy for Digital department. Provided daily coverage of President Elect's activities, amplified Administration's policy plans, and coordinated 15+ major cabinet and White House personnel announcements.

**Biden for President | Digital Chief of Staff** (*Jun. 2020 – Nov. 2020*) Washington, DC  
Led operations and cross-campaign initiatives for Digital department with 120 staff and \$27.6m monthly budget. Department raised \$800m from 5.7m donors during general election through grassroots fundraising arm and was responsible for all campaign digital communications work, including design, online rapid response, partnerships, social platforms, and video.

- Project managed high-profile initiatives. Coordinated across 9 Digital verticals and several campaign teams to plan, manage, and execute fast-moving projects, such as the "digital-first" running mate announcement of VPOTUS Harris.
- Rapidly scaled and managed Digital program. Oversaw organizational growth strategy, budgeting, and hiring process across entire department. Developed and executed staffing plan to grow headcount 3.5x over 4 months with strong focus on diversity and inclusion, yielding staff makeup of 65% women and 52% people of color. Established management systems for Digital leadership, managed personnel issues, and ran weekly 150+ person all-staff meetings.

**Pete for America | Deputy Director of Distribution** (*Aug. 2019 – Mar. 2020*) South Bend, IN  
Managed 13-person department focused on online engagement and fundraising, and supported campaign management.

- Prepared briefings for Pete Buttigieg. Developed weekly principal updates on campaign's performance against internal goals and metrics, collecting and synthesizing data from each department; decks on evolving television and digital ad strategy; and post-Iowa strategy memo with revenue forecasts, budget scenarios, and decision-making blueprint.
- Drove complex, cross-departmental projects. Worked across policy, communications, organizing, data, and engineering teams. Projects included 30 policy rollouts, website development, and Super Tuesday digital mobilization strategy.

**Deloitte Consulting | Strategy Consultant** (*Aug. 2014 – May 2017*) Washington, DC  
Developed and implemented strategies for public and social sector clients. Ranked top 10% performer nationally.

- My Brother's Keeper Alliance. Designed President Obama's nonprofit initiative. Worked with White House senior staff and drafted deliverables for POTUS to set strategy and stand up program in 12 cities. Designed partnership strategy for \$85m fundraising portfolio, yielding 40+ Fortune 500 engagements.
- Additional Clients: Coca-Cola, JPMorgan, UNOPS, USAID, WEF.

## EDUCATION

**Stanford Graduate School of Business | M.B.A.** (*2017 – 2019*) Palo Alto, CA  
Certificate in Public Management and Social Innovation

**Georgetown University | B.S. in Foreign Service** (*2010 – 2014*) Washington, DC  
Major in International Politics, concentration in Foreign Policy; International Development Certificate

## ADDITIONAL

- **Experience:** Brookings Institute, Office of Mayor Eric Garcetti, Flippable, Gavin for Governor, Higher Ground Labs
- **Interests:** Film, stand-up comedy, narrative journalism, traveling, and cooking



# Charissee Renee Ridgeway

(b) (6)

## PROFESSIONAL EXPERIENCE

### **White House Council on Environmental Quality (CEQ), Press Secretary**

**Washington, D.C., April 2021 - Present**

*Lead Spokesperson and Sole Manager of CEQ Press and Communications*

- Manage CEQ messaging and communications strategies, including development of monthly strategic communications plans, execution of policy rollouts, proactive press pitching, placing stories, responding to media inquiries and drafting communications materials.
- Cultivate relationships with reporters to shape national, trade, local, state, and coalitions press coverage.
- Manage press events for all CEQ staff, including setup, logistics, pitching, drafting memos, and briefing and staffing for in-person press events, press conference calls, on the record interviews and background calls.
- Build relationships with key advocacy and environmental groups to support amplification of CEQ's initiatives, partnerships and rollouts.
- Oversee all CEQ social media accounts, including drafting and posting content for Twitter and Facebook, and updating the CEQ website.

### **U.S. Senate, Sen. Sherrod Brown (D-OH), Press Secretary**

**Washington, D.C., December 2020 - April 2021**

*Started January 2017 as Press Assistant, Promoted to Deputy Press Secretary in May 2019, Promoted to Press Secretary in December 2020*

- Executed weekly press plan, including drafting most releases, managing radio and corresponding inquiries from reporters.
- Managed the Senator's weekly talk-back television and radio interviews in all 12 Ohio media markets, which included pitching, drafting talking points and briefing the Senator for them.
- Developed and directed all specialty media outreach and pitching, including African-American, agricultural and non-traditional media.
- Managed various reporter interview requests, including setup, logistics, drafting memos, briefing and staffing the Senator.
- Aided Ohio press secretary in coordinating weekly Ohio press calls, finding conference call guests, coordinating in-state press events, pitching and staffing the Senator in Ohio.

### **Biden for President, Wisconsin Press Secretary**

**Wisconsin (Remote), August 2020 - November 2020**

*Took Leave of Absence from Sen. Brown's Office to Join Biden Campaign in August 2020*

- Conducted press outreach as a spokesperson, cultivating relationships with key reporters in Milwaukee, Madison and Green Bay markets.
- Spearheaded events, such as press conferences, organizing and mobilizing events, drafted talking points and briefed participants.
- Managed and directed constituency press outreach and communications, including African-American, Latino, Asian American and Pacific Islander and Tribal press.
- Served as in-state lead for radio and TV booking for national and local surrogates, drafted briefing materials and briefed surrogates, and drafted and edited memos for President-elect Joe Biden and Vice President-elect Kamala Harris.
- Drafted Wisconsin-specific written communication materials, including statements, press releases, advisories, in case you missed it releases, tweets and social media content.
- Helped manage deputy press secretaries and the press assistant.

### **U.S. Senate, Sen. Sherrod Brown (D-OH), Deputy Press Secretary**

**Washington, D.C., January 2017 - November 2020**

*Started January 2017 as Press Assistant, Promoted to Deputy Press Secretary in May 2019*

- Drafted press releases and responses to reporter inquiries as part of weekly press plan.
- Coordinated, pitched, drafted talking points, briefed and staffed the Senator during his weekly radio interviews.
- Pitched the Senator's weekly Ohio press calls to print, television and radio reporters in all 12 Ohio media markets.
- Directed all specialty media outreach and pitching, including African-American, agricultural and non-traditional media.
- Pitched the Senator's weekly talk-back style interviews to major Ohio media markets and drafted the Senator's talking points for them.
- Coordinated various reporter interview requests, including setup, logistics, drafting memo, briefing and staffing the Senator.
- Assisted Ohio press secretary in coordinating weekly Ohio press calls, finding conference call guests, coordinating in-state press events, and staffed the Senator in Ohio.

### **Sherrod Brown Dignity of Work Tour, Communications Volunteer**

**South Carolina, March 2019**

*Senator's 4-state Listening Tour Ahead of Decision on 2020 Presidential Run*

- Staffed and prepped the Senator during the South Carolina leg of his Dignity of Work Tour, including stops in Columbia, Florence, Hartsville and Summerville.

### **Democratic Congressional Campaign Committee (DCCC), IE Political Assistant**

**Washington, D.C./Phoenix, AZ/ Tucson, AZ**

*The Official Campaign Arm of the Democrats in the U.S. House of Representatives*

**May 2016 - December 2016**

- Managed strategic and tactical communications processes for the DCCC's Independent Expenditure Program.

- Assisted political staff and consultants in developing benchmark and tracking polls, digital, radio and television communications, and direct mail programs in targeted districts in the DCCC's Red to Blue and Frontline Programs.
- Analyzed, monitored and disseminated competitive updates, campaign tracking materials, status reports and candidate communications.
- Aided Executive Director of the Arizona Democratic Party (ADP) in managing operations for statewide get out the vote and early voting activities financed by the DNC, DCCC and ADP, while also participating in field operations for Arizona's 1<sup>st</sup> and 2<sup>nd</sup> Congressional Districts.

**Smoot Tewes Group, Political Strategy & Project Assistant**

**Washington, D.C., May 2015 – May 2016**

*Leading Political and Public Affairs Consulting Firm Founded by Julianna Smoot and Paul Tewes.*

- Assisted Strategy Team in the development and execution of campaign plans, political communications and campaign status reports.
- Created and compiled extensive political research documents on environmental initiatives, issue campaigns and political candidates.
- Initiated and executed media buys (online, print, digital and radio) for campaign communications and directed the invoicing process.

**U. S. Department of the Interior, Office of Surface Mining Regulatory Support Division, Staff Assistant  
Regulatory Support Division**

**Washington, D.C.  
July 2012 – January 2013**

- Collaborated with Regulatory Support staff to produce the Administrative Records for judicial review.
- Compiled legislative history regarding laws for surface mining and land reclamation, while also actively engaging in meetings and conference calls to determine which provisions would be included in proposed regulations for the Federal Register.

**FELLOWSHIPS AND INTERNSHIPS**

**Smoot Tewes Group, Strategy & Operations Fellow**

**Washington, D.C., June 2014 – May 2015**

*Leading political and public affairs consulting firm founded by Julianna Smoot and Paul Tewes.*

- Conducted and compiled extensive political research for environmental initiatives, issue campaigns and political candidates.
- Assembled donor profiles, composed candidate call sheets, and utilized NGP VAN to make fundraising calls on a candidate's behalf.
- Assisted Development Staff in creating and implementing political strategies for client campaign initiatives.

**ASGK Public Affairs, Public Affairs Intern**

**Washington, D.C., January 2014 - May 2014**

*Public affairs and communications firm founded by David Axelrod and Eric Sedler.*

- Assembled daily press clips, policy memoranda and other essential media documents.
- Conducted and compiled policy and legislative research for public affairs initiatives and campaigns.
- Monitored strategic communications campaigns and reported on their progress and status.

**U.S. House of Representatives, Office of the Democratic Whip, Steny Hoyer (MD-05),  
Congressional Intern**

**Washington, D.C.  
August 2013 – January 2014**

- Assembled press news packets, compiled policy research documents and tracked democratic caucus votes for the Whip List.
- Assisted with all office correspondence and drafted constituent letters on the Congressman's behalf.

**U.S House of Representatives, Office of Congressman Ben Chandler (KY-06),  
Congressional Intern,**

**Washington, D.C.  
June 2012- July 2012**

- Recorded and filed constituent faxes, phone calls and correspondence into the Intranet Quorum database (IQ).
- Drafted issue memos regarding defense, foreign policy and health care.

**Office of Kentucky Governor Steve Beshear  
Policy & Legislative Affairs Intern**

**Frankfort, KY  
March 2013 - May 2013**

- Synthesized and conducted research on policies concerning education, economic development and Medicaid expansion.
- Reported on gubernatorial press conferences, policy briefings and assisted in media and press packet preparation.
- Produced economic snapshots, memos, policy drafts and other documents for the Governor's policy initiatives.

**EDUCATION**

**M.P.S. of Political Management**, George Washington University, Graduate School of Political Management  
**B.A. in Political Science**, University of Kentucky



(b) (6)

## Education

### **HARVARD UNIVERSITY**

Master in Urban Planning, Harvard Graduate School of Design

Cambridge, MA

September 2016 – May 2019

Master in Public Administration, Harvard Kennedy School of Government

Relevant Coursework: *Land Use and Environmental Law, International Climate Change Policy After Paris, Climate Change: Impacts, Adaptation, and Vulnerability, Climate Solutions Living Lab, Changing Natural and Built Coastal Environments, Negotiation Analysis, The Energy-Climate Challenge, Global Governance, Negotiating Across Differences, Leadership in Environmental Conflicts, Developing Mindsets for Innovative Problem Solving, International Humanitarian Response, Public and Private Development, Miami Resilience: Housing & Infrastructure, Introduction to Budgeting and Financial Management, Advanced Budgeting, Financial Management, and Operations, Environmental Law and Policy Clinic*

### **UNIVERSITY OF LONDON, GOLDSMITHS COLLEGE**

BA (Hons) in Economics, Politics, and Public Policy, 1<sup>st</sup> Class Honors

London, England

September 2009 – September 2012

## Professional Experience

### **CITY OF BOSTON, ENVIRONMENT DEPARTMENT**

Boston, MA

#### **Climate Resilience Program Manager**

October 2020 – Present

- Leading the climate resilience and adaptation portfolio for the City of Boston, including managing the Climate Ready Boston program, which is focused on the design and implementation of a multi-billion dollar infrastructure and regulatory effort to equitably protect residents from the effects of climate change
- Managing and coaching three direct reports and two large teams of interdisciplinary consultants – including lawyers, policy analysts, economists, scientists, organizers, and engineers – and maintaining responsibility for overall program delivery across all workstreams, including a Citywide heat resiliency study with particular focus on strategies for Boston’s environmental justice communities, two additional neighborhood coastal resilience plans (East Boston and Charlestown), and other projects and programs
- Guiding an additional team at the U.S. Army Corps of Engineers to deliver a multi-million dollar study to accelerate Boston’s climate resilience work and help obtain Federal funds for construction
- Supporting improvements to Boston’s emergency operations procedures and resources, including through regular coordination with other leading cities to share knowledge for equitable response and recovery
- Leading development of multi-million dollar, cross-departmental policy proposals and grants centering climate and equity for various funding sources, including BIL-, CDS/CPF-, and ARPA-related funding
- Engaging in the development of capital and operating budgets for the Climate Ready Boston program, currently under review, centered on the goal of interdepartmental climate resilience positions and projects
- Supporting Federal Administration and Congressional engagement on City climate and equity priorities
- Briefing elected officials and staff on Boston’s climate strategy, focusing on opportunities to integrate council, legislative, and federal goals into Climate Ready Boston’s work or vice versa, where appropriate
- Delivering interagency and intergovernmental coordination through regular policy development meetings with key city, state, federal, civic, and other partners to ensure coordinated delivery on climate priorities
- Communicating with the public about Boston’s climate work at various lectures, stakeholder meetings, panels, media outlets, and assemblies, as well as through open office hours with the public

### **HARVARD ALUMNI FOR CLIMATE AND THE ENVIRONMENT**

Cambridge, MA

#### **Co-Founder, Co-President**

September 2019 - Present

- Manage the strategic direction of a non-profit organization with more than 1,800 active Harvard alumni
- Direct our management committee and several programmatic sub-committees to educate alumni around climate change, build community among alumni at all stages of their careers, and facilitate alumni action on reversing climate change and protecting the environment ([www.harvardclimate.com](http://www.harvardclimate.com))

## **NEW URBAN PROGRESS**

Remote

### **Fellow**

October 2020 – Present

- Selected for a two-year traveling fellowship focused on strengthening the transatlantic partnership between the United States and Germany through knowledge sharing and dialogue around metropolitan policy and planning, funded by the Marshall Plan (European Recovery Program) of the Federal Republic of Germany

## **BIDEN FOR PRESIDENT**

Remote

### **Convener/Facilitator & Policy Volunteer**

August 2020 – November 2020

- Served as a convener and facilitator of a 100+ member policy working group, facilitating regular meetings and breakouts, 3 iterations of policy proposals across 14 policy development teams, and finalizing proposals among a wide range of participants for on-time submission to the broader committee
- Served as lead author on several proposals of another relevant subcommittee and contributing author to several additional proposals across multiple subcommittees
- Contributed to several voter protection efforts, including rapidly analyzing all polling locations in the Colorado, which required individually pulling and formatting scanned PDFs from 64 counties into a dynamic spreadsheet that was used by the voter protection team to ensure adequate polling capacity

## **CSM ENGINEERING**

New York, NY

### **Project Manager for Planning and Policy**

December 2019 – July 2020

- In direct support of the City of New York, served on a project-management team for an \$8 million project coordinating an interdisciplinary consultant team of 18 firms and more than 60 staff – including lawyers, engineers, policy analysts, landscape architects, urban designers, architects, economists, and others – to develop an implementable plan for an \$8-10 billion effort to protect New Yorkers from climate change
- Coordinated across consultant and city teams to develop, continually improve, and execute on short-term and long-term work plans with many separate workstreams and complex dependencies among firms
- Managed, tracked, and reported on \$900,000 portion of the \$8 million project budget on a weekly basis
- Delivered an interactive open house for more than 300 visitors as a multi-room installation built upon best practices in climate communications to educate and engage the public around climate action in New York
- Helped develop and execute a half-day workshop with 17 City and State agencies and 77 agency attendees to engage a wide range of government stakeholders in the development of the plan
- Developed a multi-criteria decision analysis tool and scoring system, based upon the project's guiding principles and core criteria that I helped develop through an extensive engagement process, to score and select among a wide range of project options against New York's various policy and resiliency goals
- Conducted detailed, public-facing tabular and geospatial mapping studies to determine the local and regional impact of protecting Lower Manhattan from the effects of climate change
- Created a customized stakeholder tracker database for the project that supported and tracked nearly 600 separate engagements with project stakeholders

## **HARVARD KENNEDY SCHOOL OF GOVERNMENT**

Cambridge, MA

### **Teaching Fellow, Organizing: People, Power, and Change**

December 2018 – June 2019

- Provided 68 one-on-one mentoring sessions, 11 team coaching sessions, a two-day training retreat, a full-day workshop for about 70 graduate students and 18 expert coaches, 114 graded papers, 13 curriculum development and lecture planning meetings, 13 section prep meetings, 13 debrief meetings, and grading management for 62 students across 5 sections
- Led a section of graduate students in weekly 75-minute workshops on effective community organizing, capacity building, and campaign implementation – more than 11 hours of upfront teaching time
- Supervised and trained 3 student teams of 11 graduate students in a semester-long development program



**BLOOMBERG HARVARD CITY LEADERSHIP INITIATIVE**

Cambridge, MA

**Inaugural Fellow**

May 2017 – August 2017

- Helped develop and implement a year-long, capacity-building program for 40 mayors (U.S. and international) and 80 senior staff to develop their leadership, management, and decision-making skills
- Conducted qualitative research and data analysis in order to present each mayor with a customized analytic data product for their city, designed to prepare them for the activities of the mayoral workshop
- Held regular stakeholder interviews with mayors and senior staff to support strategic planning efforts

**NEW YORK CITY DEPARTMENT OF CITY PLANNING**

New York, NY

**Regional Planning Extern**

January 2017

- Built a custom regional-scale housing dataset that allowed for detailed geospatial analyses at regional, county, and municipal levels, in order to analyze housing policy and trends across the New York region

**HARVARD UNIVERSITY CENTER FOR THE ENVIRONMENT**

Cambridge, MA

**Founder & Program Manager, Harvard Climate Leaders Program**

May 2018 – May 2019

- Founded a new formal program at Harvard on interdisciplinary climate education and leadership in partnership with the Harvard University Center for the Environment ([climateleadersprogram.com](http://climateleadersprogram.com))
- Lead manager and facilitator for a program that included a weekend retreat, 8 dinners with lectures and other programming, 4 half-day workshops, 12 small-group events, 3 spinoff research and mentorship projects, and other activities for an inaugural cohort of 37 students from 6 graduate schools, selected as part of a highly competitive process out of nearly 100 applicants
- Obtained more than \$35,000 to support the program and managed the program's budget with HUCE
- Supervised and trained 6 school teams and a program-wide student leadership team to manage and continue to build the program, which is now heading into its fourth year

**HARVARD UNIVERSITY**

Cambridge, MA

**Pro-Bono Consulting**

September 2016 – May 2019

- Delivered a strategy for stormwater management and climate resilience for Mayor of New Orleans, LA
- Delivered a roadmap to navigate Federal flood insurance regulations for Mayor of Newburyport, MA
- Developed proposal to use carbon markets to drive investment to low-income areas for Rhode Island
- Created governance structure and cost-sharing agreements for new regional climate governance entity among cities and a county in South Florida to facilitate regional climate adaptation policy and planning

**REGIONAL PLAN ASSOCIATION**

New York, NY

**Research Analyst, Energy & Environment**

May 2014 – May 2016

- Provided policy recommendations, data analysis, graphic design, and client and project management for a wide range of research projects related to climate change adaptation and mitigation, transportation, habitat conservation and restoration, housing, energy generation and efficiency, demographic change, parks and open space, property values, economic development, and regional cap-and-trade systems
- Organized more than 40 high-level summits, panels, roundtables, workshops, and committee meetings
- Lead organizer of a 3-day workshop in London to share best practices between global cities and regions
- Served on a team supporting two major conferences in New York City attended by over 1,000 people
- Wrote communications pieces related to my research to make it accessible to a non-expert audience
- Procured and launched a project management system across the entire organization to improve team efficiency, increase transparency and accountability, and help track project financing and implementation

**NEW YORK CITY DEPARTMENT OF PARKS & RECREATION**

New York, NY

**Master Planning Intern**

February 2014 – June 2014

- Provided geospatial and comparative analysis of socioeconomic trends and performed community surveys, site visits, consultation, outreach, and planning studies to help develop updated master plans

## DESIGN TRUST FOR PUBLIC SPACE

New York, NY

### Intern

September 2013 – February 2014

- Provided research and analysis for an urban agriculture study, *Five Borough Farm*, in partnership with the NYC Parks – and for a public space study, *Under the Elevated*, in partnership with the NYC DOT

### Professional Publications

These are professional publications in which I have been involved in managing or supporting broad teams of contributors. Each included some level of contribution from my side. Projects marked with an asterisk represent a greater level of contributions from me.

City of Boston, [Citywide Heat Resilience Study](#) (Forthcoming 2021)\*  
City of Boston, [Coastal Resilience Solutions for East Boston and Charlestown, Phase II](#) (Forthcoming 2021)\*  
City of New York, [The Financial District and Seaport Climate Resilience Master Plan](#) (2021)  
City of Boston, [Coastal Resilience Solutions for Dorchester](#) (2020)  
City of Boston, [Coastal Resilience Solutions for Downtown and North End](#) (2020)  
Regional Plan Association, [Jamaica Bay Greenway Implementation Plan](#) (2018)\*  
Bloomberg Harvard City Leadership Initiative, [Briefings for Inaugural Class of Mayors](#) (2017)\*  
Regional Plan Association, [The Fourth Regional Plan: Making the Region Work for All of Us](#) (2017)  
Regional Plan Association, [Realizing the Benefits of Hudson River Park](#) (2016)\*  
Regional Plan Association, [Mid-Hudson Sustainability and Smart Growth Toolkit](#) (2016)  
Regional Plan Association, [Where to Reinforce, Where to Retreat?](#) (2015)  
Regional Plan Association, [Jamaica Bay Greenway Users Guide](#) (2015)\*  
Regional Plan Association, [The Future of Work](#) (2015)\*  
Regional Plan Association, [Briefings for International Advisory Committee of the Fourth Regional Plan](#) (2015)\*  
City of New York, [Crotona & Tremont Park Master Plan](#) (2015)  
Regional Plan Association, [Paddling the Bay: Advancing the Jamaica Bay Water Trail](#) (2014)  
Design Trust for Public Space, [Five Borough Farm: Phase II](#) (2014)  
Design Trust for Public Space, [Under the Elevated: Phase I](#) (2013)

### Recent Lectures and Public Presentations

#### 2022

Environmental Law Institute, [Technology and Climate Resiliency](#)  
Coastal Quest, [Accelerating Solutions for a Resilient Coast](#)  
Harvard University, *GOV-1722 Politics of the Environment and Climate Change*  
John F. Kennedy Presidential Library and Museum, [Rising Seas: Planning for the Future](#)  
University of Massachusetts Boston, *ENVSCI-791 Seminar in Environmental Sciences*

#### 2021

Boston Harbor Now, [Climate Ready Dorchester](#)  
Center for Planning Excellence Smart Growth Summit, [Climate Resiliency: Communities Built to Last](#)  
Environmental Business Council, [Planning for Climate Change in Boston](#)  
Environmental Protection Agency and CETESB, [Climate Ready Boston](#)  
Harvard Kennedy School, [Climate Change and City Resiliency](#)  
Harvard Kennedy School, [Mobilizing the Environmental Vote: Report from the Front Lines](#)  
Harvard School of Public Health, [C-CHANGE Youth Summit on Climate, Equity, and Health](#)  
Harvard University, [Environmental Justice: The Enduring Impact and Urgent Challenges for Our Communities](#)  
Progressive Governance Digital Summit, [Mayors as Progressive Motors](#)  
National Parks Service, *Climate Resilience in Boston*  
New England Water Environment Association, *Funding Climate Resiliency Infrastructure*  
Storm Surge, [Funding and Financing Climate Resilient Communities](#)  
The Explorers Club, [Preparing Cities for Climate Change: Climate Ready Boston](#)  
University of Massachusetts Boston, [Climate Justice Partnerships](#)



## **Recent Media Appearances and Commentary**

### **2021**

Associated Press, [\*Summer storms were a climate-change wake-up call for subways\*](#)

Boston Business Journal, [\*Boston's climate readiness plans now include outdoor cooling stations\*](#)

WBUR, [\*A Second Heat Wave Melts The Region As Residents Rush To Keep Cool\*](#)

WBUR, [\*As Sea Levels Rise in Boston, Stormwater May Have Nowhere To Go\*](#)

WBUR, [\*Old Sewers, New Problem: Boston's Stormwater System Is Threatened By Climate Change\*](#)

WCVB-TV Channel 5 Chronicle, [\*In recent survey, Boston ranks 6<sup>th</sup> for the intensity of its heat islands\*](#)

## **Technical Skills**

**Analysis:** ArcGIS, STATA, Access, Excel, Tableau, Stella, Nvivo

**Graphic Design:** Adobe Creative Suite, Processing, SketchUp

**Presentation:** Powerpoint, ArcGIS Online

**Websites:** Joomla, Squarespace, Wordpress

**Project Management:** Asana, Replicon

**CRM:** Salesforce, VAN

# Sarah C. Sharpe

(b) (6)



## **Professional Experience**

### **California Public Utilities Commission**

#### ***Senior Advisor- External Affairs (Technical Advisor II)- 1/18- present***

- Provide research, analysis and advice to Commissioner Martha Guzman Aceves on proceedings related to energy, telecommunications (including broadband), intervenor compensation, formal complaints and rail safety. Lead advisor on all matters related to disadvantaged communities, environmental and social justice, racial equity, consumer protections and diversity, equity and inclusion (external and internal). Coordinate interagency collaborations and maintain relationships with key stakeholders, advisory groups and associations. Responsible for media relations, communication and outreach efforts. Lead Commissioner's internship program.

### **Central California Asthma Collaborative**

#### ***Associate Director- 5/16- 1/18***

- Responsible for administrative, financial and programmatic oversight and direction in support of the Executive Director and the organization's mission. Assist in developing policy priorities, a regional community advocacy program, fundraising events, healthcare provider and community education programs, and develop proposals for program funding.

### **UC Berkeley, School of Public Health/Stanford: Children's Health and Air Pollution Study (CHAPS)**

#### ***Director of Communications & Outreach (Health Educator IV)- 11/15-1/18***

- Lead CHAPS community engagement efforts to ensure the public is informed about air pollution health effects through communication strategies, Fresno youth are involved in research, and researchers are connected to local advocates, health experts and policymakers.

### **Fresno Metro Ministry**

#### ***Director of Programs- 3/14-5/16***

#### ***Interim Co-Director- 1/13-2/14***

#### ***Environmental Health Program Director- 8/08-01/13***

- Responsible for developing and implementing program goals and objectives related to policy advocacy, grassroots organizing, community education, and research; creating annual budget, securing funding to sustain the programs including all grant-writing and tracking, and supervising program staff. Represented the organization in leadership positions for numerous regional coalitions, public committees, in the media and governmental agency hearings. Served on the senior management team, shaping direction of organization and collaboratively managing financial, administrative and human resources systems.



## Coalition For Clean Air

### ***Campaign and Outreach Associate- 12/05-7/08***

- Lead CCA's clean air efforts in the San Joaquin Valley region, collaborated with other San Joaquin Valley air quality advocates to win campaigns for cleaner air, testified and lobbied for administrative and legislative air quality improvements from goods movement, agriculture, energy industries, created more connections between local, regional and statewide environmental organizations, opened first Fresno office in the region for the organization.

### **Professional Boards and Committees**

<b>Organization, Committee</b>	<b>Position</b>	<b>Timeframe</b>
<b>California Public Utilities Commission,</b> Environmental and Social Justice Action Plan Liaisons Working Group	Core Team, Office of Commissioner Guzman Aceves	1/20-present
<b>California Public Utilities Commission,</b> Interagency Task Force on Solar Consumer Protections	Facilitator, Office of Commissioner Guzman Aceves	11/18- present
<b>Central Valley Air Quality (CVAQ) Coalition,</b> Steering Committee	Treasurer	5/15-1/18
	Chair	4/09- 4/15
	Valley-based Member	9/08-3/09
<b>Central California Environmental Justice Network,</b> Unity Council	Treasurer	7/12-1/18
	President	4/09-9/11
	Secretary	9/08-4/09
<b>Fresno Council of Governments, Measure C</b> Transit Oriented Design Scoring Committee	Public Member (Environmental/Health)	2/14-1/18
<b>San Joaquin Valley Air Pollution Control</b> <b>District, Citizen's Advisory Committee &amp;</b> Environment Justice Advisory Group	Fresno County Environmental Representative	3/06- 1/18
<b>UC Berkeley Children's Health and Air</b> <b>Pollution Study, Community Advisory Board</b>	Environmental Justice/ Faith representative	7/13-11/15
<b>California Air Resources Board, Global Warming</b> Environmental Justice Advisory Committee	San Joaquin Valley representative member- alternate	12/08-12/14
<b>Creative Fresno, Board of Directors</b>	Secretary to the Board	5/06-5/08

### **Education**

#### **2003-2005 City University of New York, Brooklyn College**

M.A. – Secondary Education as Spanish Teacher

#### **1996-2000 University of California, Santa Barbara**

B.A. – Double Major: Communication & Latin American and Iberian Studies

# NATALIA SORGENTE

## WORK EXPERIENCE

---

**Baker Botts LLP** (October 2019–present)

**Katten Muchin Rosenman LLP** (July 2017–October 2019)

***Partner, Litigation Department***

- Experienced legal advisor with a focus on investigations, monitorships, and complex challenges at the intersection of law, policy, government, and business.
- Lead significant internal investigation related to allegations of fraud at Fortune 500 client.
  - Advise on crisis management, disclosures to regulators and stakeholders, and remediation.
- Managed monitorship team overseeing the operations of the world's largest leisure travel company following the company's conviction for environmental crimes.
  - Assessed company's worldwide operations with a focus on environmental compliance, investigations, governance, culture, training, and COVID-19 response.
  - Communicated with stakeholders, including Court, DOJ, Board of Directors, and executives.
- Expertise in False Claims Act investigations, including serving as co-lead on investigation of Fortune 500 client with global operations, representing relator in False Claims Act investigation and suit against major technology company, and representing key individual in federal and multi-state investigation.
- Represent guarantors of carbon capture and storage project in dispute with Department of Energy.

**Department of Justice**

***Associate Deputy Attorney General; Senior Counsel to Deputy Attorney General*** (April 2016–January 2017)

- Managed, and worked with Office of Legislative Affairs to improve, clearance process providing final DOJ review of government regulations, testimony, and statements of administration position.
- Worked on DOJ response to Office of Inspector General review of DOJ Clemency Initiative.
- Oversaw Justice Management Division, Office of Attorney Recruitment and Management, Foreign Claims Settlement Commission, and Office of Small and Disadvantaged Business Utilization.
- Led interagency team to develop implicit bias training for over 23,000 law enforcement agents at the FBI, DEA, ATF, and US Marshals; supervised parallel process for 10,000 prosecutors and civil attorneys.
- Served as a lead architect and negotiator of settlement of \$380 million *cy pres* fund dispute in *Keepseagle* Native American farmer and rancher discrimination litigation.
- Additional areas included: Financial Fraud Enforcement Task Force; social media policy; Committee on Rules of Practice and Procedure; mandatory training.

***Senior Counsel, Civil Division Office of the Assistant Attorney General*** (August 2012–April 2016)

- Managed Civil Division's policy and oversight portfolio:
  - Developed response to Congressional oversight related to "Operation Chokepoint."
  - Prepared Assistant Attorney General for Congressional testimony.
  - Advanced Division's views on proposed legislation, including: Electronic Communications Privacy Act, FIRREA, Federal Arbitration Act, and anti-discrimination statutes.
  - Coordinated Tribal issues and served on Indian Civil Litigation and Policy Working Group.
- Worked on high-priority matters, including, for example: AIG shareholder litigation over terms of financial crisis bailout; Health Care Fraud docket, including False Claims Act and criminal enforcement matters; and leading implementation of *US v. Windsor* decision for DOJ, Department of Labor, and PBGC.
- Developed consumer protection efforts, including: strategies to enhance protection of Servicemembers and veterans; televised Consumer Protection Summit; evaluation of potential enforcement actions; and working with non-profit groups, DOJ components, government agencies, and external stakeholders.

(b) (6)

A large black rectangular redaction box covers the bottom portion of the page, starting below the (b) (6) text and extending to the right margin.



**Department of Justice**

**Senior Counsel, Office of Legal Policy** (January 2012–August 2012)

- Vetted and prepared federal judicial nominees for Senate confirmation process and hearings.

**Chief of Staff & Counsel, Environment & Natural Resources Division** (January 2010–January 2012)

- Chief of Staff for litigating division with nearly 700 employees and budget of over \$100 million.
- Involved in strategic planning; budgeting; operations; litigation; initiatives; and Congressional relations.
- Oversaw handling of criminal, civil enforcement, and defensive matters in the areas of environmental and natural resource law, eminent domain, and Indian law.
- Worked on Division communications, including guiding messaging for speeches and press releases.
- Managed Division's international program, including: strategic planning; partnering with DOJ components and other federal agencies on capacity building; overseeing efforts to combat illegal logging, climate change, and wildlife trafficking; and advising US Trade Representative on free trade agreements.

**Obama for America**

**National Deputy Women's Vote Director** (August 2008–November 2008)

- Managed Women for Obama in 12 battleground States, including national message amplification, programming, media, and policy.
- Responsible for National Women's Leadership Issues Conference policy panels on the environment, economy, health care, courts, and foreign policy, including written and oral briefings for Ambassador Rice, Secretary of State Albright and Treasury Secretary Rubin.

**Richardson for President**

**National Director of Ballot Access & Delegate Selection** (October 2007–January 2008)

- In 90 days, devised and implemented strategies allowing Gov. Richardson to participate in 42 presidential primaries and caucuses.
- Worked with State Parties to train delegate candidates and organize caucuses; prepared voter protection plan.

**Department of Justice**

**Trial Attorney, Environment & Natural Resources Division** (September 2002–September 2007)

- Defended United States regulations, determinations, and practices in federal district and appellate courts with responsibilities for, *inter alia*, oral arguments, briefs, discovery, experts, settlement negotiations, case strategy, and relationships with clients and stakeholders.
- Substantive experience with CERCLA, Clean Air Act, Clean Water Act, NEPA, and Oil Pollution Act.
- Reported cases include: *South Coast Air Qual. Mgmt. v. EPA* (D.C. Cir. 2006) (ozone regulations); *Environmental Defense v. EPA* (D.C. Cir. 2006) (transportation conformity regulations); *Honeywell Int'l v. EPA* (D.C. Cir. 2004) (Superfund listing); *Pennsylvania Muni. Auths. Ass'n v. Horinko* (D.C. Cir. 2005) (blending policies).

**Paul, Weiss, Rifkind, Wharton & Garrison**

**Associate, Litigation Department** (September 1997–August 2002)

- Represented sophisticated and multinational clients in complex civil and criminal litigation.
- Represented client in investigation, civil litigation, and criminal trial alleging antitrust violations.
- Successfully defended issuer of variable annuities against alleged Investment Company Act violations.
- Represented global consumer company to successfully resolve allegations of deceptive trade practices.
- Represented major financial services firm on appeal in first "marking the open" market manipulation case.
- Represented client in litigations concerning franchises and public company ownership of dealerships.

**Hon. Norma L. Shapiro, Eastern District of Pennsylvania**

**Law Clerk** (September 1996–September 1997)

- Researched and drafted opinions, bench memoranda, orders, and jury charges in civil and criminal actions.

---

ADDITIONAL POLITICAL AND PUBLIC INTEREST EXPERIENCE

---

**Biden for President**

**Policy Committee Member** (August 2020 – November 2020)

**Lawyers for Biden Finance Council** (August 2020 – November 2020)

**Alliance for Justice**

**Senior Legal Fellow** (March 2009 – December 2009)

- Worked with Judicial Selection Project on Supreme Court and other federal judicial nominations to assess nominee records, coordinate with interested groups, educate decision-makers, and prepare materials for widespread distribution.
- Lead attorney for consumer and business issues related to confirmation of Justice Sotomayor.
- Researched and drafted significant portions of reports on Justice Sotomayor's record on constitutional, civil rights, access to courts, and criminal justice issues.

**Presidential Inaugural Committee**

**Women's Liaison** (December 2008 – January 2009)

- Managed women's outreach for the inauguration of President Obama and Vice President Biden.

**Democratic National Committee**

**Political Department** (Spring 2008 – Summer 2008)

- Worked on election protection projects, including analyses of State election laws and third-party ballot access.
- Prepared State-specific voter protection one-page reference guides.
- Prepared materials regarding trends in voter registration, voter turnout, and party switching.

---

EDUCATION

---

**New York University School of Law** (*J.D.*, 1996)

Honors: Ann Petluck Poses Prize for Outstanding Work in a Clinical Course, 1996

Marden Moot Court: Semi-Finalist, 1995-1996; Spring Open Winner, Constitutional Law, 1995

**University of Southern California Law Center** (Fall 1993–Spring 1994)

Honors: Top 4% of first-year class; invited to join *Southern California Law Review*; invited to join Moot Court

**Harvard University** (*A.B.* in Russian and Soviet Studies, 1992)

Honors: *Cum laude*; Dean's List; National Merit Scholar; E. Agassiz Certificate for Academic Excellence;

*The Harvard Quarterly* (President, 1990-1992); Signet Society of Arts and Letters (Treasurer, 1991-1992)

---

COMMUNITY INVOLVEMENT & MAJOR AWARDS

---

Friends of Stead Park, Board Member (2013–present)

Harvard Class Reunion Committee Member (2021–present)

Harvard Alumni Interviewer (2021–present)

School for Friends, Board of Trustees, Treasurer (2014–2020)

Department of Agriculture Abraham Lincoln Honor Award (2016)

Attorney General's Award for Exceptional Service (2014)



# KEVIN TREJOS

(b) (6)

## SUMMARY

A Master of Science candidate at the University of Florida with a passion for public service and advancing public priorities to meet the needs of a modernizing society in the fields of science, technology, and clean energy.

I have served in several leadership positions throughout university that have enhanced my ability to lead change, manage people & conflict, and effectively complete administrative tasks. I have also had various positions working in advocacy, campaign management, and with local government officials.

## EDUCATION

**Master of Science in Management**  
**2022**

**Graduation: December**

*Warrington College of Business – Hough, University of Florida*

*Gainesville, FL*

**Bachelor of Arts in Political Science & Economics**  
**2021**

**Graduation: June**

*College of Liberal Arts and Sciences, University of Florida*

*Gainesville, FL*

## WORK EXPERIENCE

**March For Our Lives Foundation & Action Fund**

**Parkland, FL**

*Legislative Affairs Specialist*

*April 2018 - January 2019*

Coordinated legislative efforts at both the state and national level to advocate for further gun safety regulation, funding for mental health resources, and school safety initiatives at the gun violence prevention organizations.

- Led research on legislation moving through 8 state legislatures and the U.S. Congress
- Collaborated with team members and other organizations to lead advocacy events across the country

*Co-Founder*

*February 2018 - March 2018*

Co-founded one of the largest gun-violence prevention organizations. Organized the largest student-led demonstration in United States history.

- Led communication priorities and approved public statements
- Communicated with donors and supports across the country
- Identified and selected leading groups and activists to collaborate with our organization

**Diego Pfeiffer for Parkland City Commission**

**Parkland, FL**

*Campaign Manager & Deputy Treasurer*

*July 2018 - October 2018*

Served as Campaign Manager and Deputy Treasurer for the city-wide campaign. Worked to elect Mr. Pfeiffer as a city commissioner who represents over 32,000 people.

- Filed campaign paperwork to the city clerk on a timely basis
- Hired campaign staff to lead outreach and fundraising work

- Identified policy priorities and led workshops with community members to formulate an expansive platform for the candidate

**Keller Williams Realty - Great Florida Homes Team**  
**Springs, FL**

**Coral**

***Paid Intern***

***June 2017 - February 2018***

Used photography and graphic design skills to conduct a marketing redesign for the Great Florida Homes real estate team.

- Increased customer engagement by 30% in the 6 months following a marketing redesign.
- Photographed over 20 homes to increase its perceived market value.

**U.S. Soccer Federation**

**Parkland, FL**

***Grade 8 Referee***

***August 2017 - February 2018***

Worked as a referee in various youth soccer leagues across Broward County.

- Led a 3 member officiating team in U12-U16 games at over 20 games

**COMMUNITY LEADERSHIP**

**Hispanic Student Association at the University of Florida**

**Gainesville, FL**

***President***

***March 2021 - March 2022***

Led the largest hispanic-serving student organization on campus with over 350 members, managing a 12-person executive board, leading an 80+ team of student leaders serving within our Cabinet, advising 20 hispanic-interest organizations, overseeing a \$125k+ budget, meeting with University administration, and acting as the leading voice within the Hispanic/Latinx community at the University of Florida.

- Led executive board and cabinet meetings to direct and motivate the team to complete their tasks and propose additional projects they were passionate about
- Prepared agendas, leadership development events, budget proposals, and project proposals.
- Pioneered initiatives to increase the gender and racial diversity of the organization through partnerships with other key campus organizations and an increased offering of HSA-affiliated sports teams.
- Implemented the use of software such as Trello and Slack to improve work efficiency and oversight.
- Wrote formal letters for internal and external release to express our organization's values, beliefs, and reactions to current events.
- Interviewed over 300 candidates for 85 positions within our cabinet.
- Charged with signing off all budget and oversight paperwork
- Transitioned the organization back to pre-pandemic levels of engagement evidenced by increasing membership by 185% compared to 2020-21 and 8% compared to 2018-19.
- Successfully lobbied university administration to provide a long-term plan for funding and supporting large-scale student organization events such as the Hispanic-Latinx Student Assembly.

***Treasurer***

***April 2020 - March 2021***

Responsible for a \$125k+ budget, leading fundraising initiatives, and advising 20 hispanic-interest organizations.

- Increased budget request approval rates from 43% to 100% leading to an increase in budget of \$60,000.
- Reviewed and approved over 200 budget activity requests each semester.



### ***Member Leadership Program Organizational Outreach Director***

***August 2019 - April 2020***

The Member Leadership Program is a select program under the Hispanic Student Association that seeks to empower and cultivate freshmen, sophomores, and first-year transfer students to become leaders on campus and within the hispanic community.

- Managed a 6 person team to plan the *Step Right Up to Explore with MLP* event.

### ***Office of Political Affairs Federal Director***

***April 2019 - April 2020***

Responsible for planning and executing an educational trip to Washington, D.C. with at least 8 student leaders.

- Confirmed meetings with members of Congress, Smithsonian Museum, and Latinx advocacy groups.
- Trip was canceled due to the rise of COVID-19 cases in the United States.

### **University of Florida Student Government Senate**

**Gainesville, FL**

#### ***Hispanic/Latinx Caucus Chair***

***February 2020 - March 2021***

Chaired the Hispanic-Latinx Caucus which advocated for hispanic-interest legislation.

- Led over 10 senators to unite and collaborate with each other on bill proposals.
- Successfully passed 5 bills into law relating to diversity & inclusion and hispanic representation.

### ***Senator***

***May 2019 - March 2021***

Voted in by over 1,000 constituents to represent the Heavener School of Business. Served on the Budget and Appropriations Committee that allocated and approved over \$22,000,000 in Activity and Service Fee funds.

- Authored 2 major code changes to the 800 Finance Codes that passed with unanimous approval.
- Awarded the John Michael Stratton Award for Best Senator in Fall 2020.

### **City of Gainesville Student Community Relations Advisory Board**

**Gainesville, FL**

#### ***Voting Student Member***

***November 2019 - May 2021***

Serve as a student representative on the Student Community Relations Advisory Board, a board that serves to connect the student and non-student community in the City of Gainesville by voting on recommendations to address the divide between the two communities.

## **SKILLS AND CERTIFICATIONS**

HTML5 & CSS

Conflict Management

Microsoft Office Certified

R for Data Science

Team Leadership

Quickbooks Certified

Python

Data Analytics

Adobe Photoshop Certified

## **HONORS AND AWARDS**

University of Florida Multicultural & Diversity Affairs Inclusive Excellence Award – Individual Award

University of Florida Senate John Michael Stratton Award – Individual Award

Florida Blue Key Honor Fraternity – Individual Award

Robert F. Kennedy Human Rights Award – March For Our Lives

New York Times Bestseller List – Glimmer of Hope: How Tragedy Sparked a Movement

Smithsonian American Ingenuity Award – March For Our Lives  
International Children's Peace Prize – March For Our Lives



# KELLY N. WATKINS

(b) (6)

## SUMMARY

Bright, motivated political professional with 10 years of experience in Colorado progressive legislative and campaign spheres, as Chief of Staff and Caucus Director. Accomplished in legislative agenda advancement, staff management, stakeholder engagement, policy, communications, negotiation, crisis management, campaign strategy and execution.

## PROFESSIONAL EXPERIENCE

### COLORADO HOUSE OF REPRESENTATIVES, DENVER, CO

JANUARY 2013 – PRESENT

#### MAJORITY CHIEF OF STAFF

SEPTEMBER 2017 – PRESENT

- Serve as top advisor to Speaker and 41-member Democratic Majority caucus, leading staff of 12 to accomplish legislative goals.
- Develop and execute policy, communications, and outreach strategies to achieve top priorities on climate and environment, budgetary and fiscal policy, education, tax reform, infrastructure, equity, and other key issues.
- Lead strategic engagement with Governor's administration, stakeholders, community groups, and legislative leaders and staff in both chambers and parties to manage coalitions, negotiate legislative proposals, and build support to pass agenda priorities.
- Oversee development, management, and execution of major packages of legislation allocating over \$4 billion in federal and state stimulus funds in response to the COVID-19 pandemic, to address immediate needs as well as create longer-term transformational change in affordable housing, behavioral health, and workforce development among other priorities.

#### CHIEF ADVISOR TO THE SPEAKER

2017

#### DEPUTY CHIEF OF STAFF

2016

#### LEGISLATIVE DIRECTOR

2014 – 2015

#### POLICY ASSISTANT

2013

#### LEGISLATIVE AIDE

2012

### COLORADO HOUSE MAJORITY PROJECT, DENVER, CO

MAY 2014 – NOVEMBER 2015

#### DIRECTOR

MAY – NOVEMBER 2015

- Recruited and advised House Democratic candidates in targeted districts across the state on fundraising, communications, and field programs to lay the foundation for successful 2016 election campaigns.
- Managed fundraisers, donor relations, and call time to fund current year budget and build \$150,000 war chest for election year.

#### DEPUTY DIRECTOR

MAY – NOVEMBER 2014

- Managed direct mail plan for targeted districts, developed successful messaging strategies and high-quality campaign literature.
- Provided skills training and ongoing guidance to House Democratic campaign managers and staff across the state.

### CHUCK RODOSEVICH FOR STATE REPRESENTATIVE, HD-47, PUEBLO, CO

MAY – NOVEMBER 2012

#### CAMPAIGN MANAGER

- Developed and implemented campaign strategy in collaboration with state party in highly targeted Southern Colorado district.
- Ran aggressive voter contact program, recruited and managed volunteers, completed multiple sweeps through target universe.
- Executed fundraising plan that exceeded budget goals, worked with candidate to build donor networks, organized events.

### PRESS & COMMUNICATIONS OFFICE OF NJ GOVERNOR CORZINE, TRENTON, NJ

JUNE – AUGUST 2008

#### INTERN – SPANISH LANGUAGE FOCUS

- Translated news and press releases into Spanish, and developed media database to analyze and maximize news coverage.

### RESOURCE PRO, LLC., QINGDAO, CHINA

MAY – AUGUST 2009

#### INTERN – LEARNING AND DEVELOPMENT TEAM

- Taught business classes for ReSource Pro employees; developed and rolled out company-wide online applicant testing system.

### FLAMA - FORUM FOR LATIN AMERICAN ADVANCEMENT, PRINCETON, NJ

2004 – 2007

#### PRINCETON-SITE COORDINATOR & PRINCIPAL INSTRUCTOR

2006 - 2007

- Organized and taught interactive computer education classes, presenting in Spanish to classes of up to 20 adult students.
- Conducted outreach to local Latino community to promote classes; coordinated between organization leadership and library.

#### ASSISTANT INSTRUCTOR

2004 - 2006

## EDUCATION

### CORNELL UNIVERSITY, ITHACA, NY

2007 – 2011

Bachelor of Arts, triple-major Economics, Psychology, Spanish

### GEORGETOWN UNIVERSITY STUDY ABROAD PROGRAM, BUENOS AIRES, ARGENTINA

SUMMER 2010

Program on Political Science, Economics, and Government, taught in Spanish, hosted at La Universidad Nacional de San Martín.

## EDUCATION

---

### YALE LAW SCHOOL

New Haven, Connecticut

#### *Juris Doctor*

2013 - 2016

*Concentration:* Transactional Law and Community Economic Development. *Activities:* Yale Law School Community and Economic Development Clinic, Yale Journal on Regulation. *Research Papers:* “The Role of CDFIs in Realizing the Potential of Residential Energy Efficiency in the U.S.” (2014, unpublished); “Bridging the Clean-Green Gap: Incentivizing States to Bring Clean Energy to Low-to-Moderate Income Households” (2016, unpublished)

### YALE SCHOOL OF MANAGEMENT

New Haven, Connecticut

#### *Masters of Business Administration*

2014 - 2016

*Concentration:* Clean Energy Finance. Coursework in renewable energy project finance, utility regulation, clean energy venture capital, accounting, management, marketing and spreadsheet modeling. *Activities:* Clean Energy Finance Forum; Yale Low Carbon Case Competition Finalist; Connecticut Green Bank Consulting Project

### MOREHOUSE COLLEGE

Atlanta, Georgia

#### *Bachelor of Arts in Political Science and Economics, magna cum laude, Phi Beta Kappa*

2004 - 2008

Gates Millennium Scholar; Harvard University Galbraith Scholar; UC Berkeley Goldman Public Policy Fellow

## PROFESSIONAL EXPERIENCE

---

### WHITE HOUSE OFFICE OF DOMESTIC CLIMATE POLICY

Washington, DC

#### *Special Assistant to the President for Climate Policy and Finance*

January 2021 - Present

Serve as a principal advisor to the National Climate Advisor and manage the development of policy relating to clean energy finance, equitable climate investment, environmental justice, economic development, and climate related financial risk. Manage a number of key White House initiatives on behalf of the National Climate Advisor including, the Justice40 Initiative, Distributed Energy Resources Working Group, Interagency Working Group on Coal and Power Plant Communities, Climate Related Financial Risk Working Group and implementation of elements of the Bipartisan Infrastructure Law (e.g., DOE State and Community Programs, EPA and DOI Environmental Remediation programs), and the Inflation Reduction Act (e.g., Clean Energy Tax Credits and Greenhouse Gas Reduction Fund), among others.

### COALITION FOR GREEN CAPITAL

Washington, DC

#### *Policy Director*

July 2020 – January 2021

Led development of policy and advocacy strategy relating to the launch of a National Climate Bank, a non-profit specialized financing entity that would be charged with using public investment to facilitate clean energy and climate infrastructure transactions across the country. Led development of possible operating models, staffing structures and initial “use-cases” for a National Climate Bank.

### BLOCPower

Washington, DC/Brooklyn, NY

#### *General Counsel and Head of Enterprise Partnerships*

May 2019 – July 2020

Oversaw company revenue strategy (enterprise sales, supplier partnerships and new markets strategy) and legal matters (corporate, transactional and regulatory/compliance) as a senior executive in a venture-capital backed clean energy finance startup focused on deploying building efficiency technologies in small to mid-size buildings in American cities.

- Led structuring and close of the company’s first non-recourse credit facility with a private lender. Secured venture capital investment from an investor owned utility in Q4 2019.
- Launched a small to mid-sized building focused financial product that enables building owners to undertake heating and cooling system upgrades at no-upfront cost for a fixed monthly payment. As of Q4 2019, product was backed by \$5M of deployable capital and \$100M in executed private lender term sheets.
- Identified, launched and managed company financing programs in new markets (market entry analysis, stakeholder engagement, pro forma budgeting, hiring local staff).
- Managed and cultivated key company stakeholder relationships including those with philanthropists, utilities, partner organizations, suppliers and community groups.



**NYC MAYOR'S OFFICE OF CLIMATE POLICY/ONENYC****Senior Consultant**

New York, NY

January 2019 - May 2019

Advised the New York City Mayor's Office of Climate Policy on the development, drafting, production and roll-out of *OneNYC 2050 – New York City's Green New Deal*, NYC's statutorily mandated city-wide strategic plan. Responsible for coordinating across multiple New York city agencies to develop and draft the strategic goals for the climate, health and education segments of the plan. Managed process of selecting performance targets and evaluation metrics for core policy initiatives of the plan. Collaborated with the external design team to develop and refine the public facing OneNYC materials in advance of the public plan roll-out.

**SKADDEN, ARPS, SLATE, MEAGHER & FLOM LLP & AFFILIATES**

Washington, DC

**Associate, Energy and Infrastructure Projects**

September 2016 - January 2019

Represented clients in arranging and closing complex clean energy and infrastructure transactions involving tax equity financings, yieldco offerings, debt financings and restructurings, equity investments, project acquisitions and dispositions, and partnerships and joint ventures, both in the U.S. and internationally. Closed multiple transactions involving blended finance or concessionary capital. Selected completed transactions include representation of:

- Goldman Sachs Renewable Power in connection with a \$500 million private placement and other renewables financing transactions;
- Ygrene Energy Fund in connection with a \$25 million secured revolving credit facility relating to residential property assessed clean energy (PACE) assets;
- a leading financial institution in a \$400 million tax equity investment in a portfolio of U.S. wind projects;
- the U.S. EPA, as lender under the WIFIA program in connection with financing for a Groundwater Replenishment System expansion project in California; and
- a fortune 100 company in a co-investment in a wholesale broadband infrastructure company in Africa.

**THE WASHINGTON INTERFAITH NETWORK (Community Development Organization)**

Washington, DC

**Community Organizer**

2010 – 2013

Led local advocacy campaigns around green job creation, policing reform, public financing for affordable housing and school renovations for the largest citizens power organization in Washington, DC. Led a coalition of faith, community and labor groups in a successful DC City Council advocacy campaign resulting in the introduction of the DC Water Community Benefits Act of 2013. Campaign helped catalyze a) the modification of DC Water's Long-Term Control Plan and Consent Decree with EPA to include green infrastructure installations to reduce the DC's combined sewer overflows and b) the establishment of a local hiring goal on DC Water's green infrastructure projects.

**ADDITIONAL INFORMATION**

---

**Volunteer Activities/Pro Bono Representations:**

- Biden-Harris Campaign Policy Committee (Volunteer)
- Critical Exposure (AmeriCorps VISTA Volunteer): Worked with DC-based arts and education reform non-profit to lobby state and local governments for school renovation funding through photo-advocacy.
- Community Purchasing Alliance (Pro Bono Counsel): Negotiated a "first of its kind" form of energy services agreement for a DC based social-purpose cooperative. Contract entitled DC charter schools to receive free electricity generated by rooftop solar installations and an annual lease payment from the solar installer.
- City First Enterprises of DC (Pro Bono Counsel/MBA Consultant): Represented City First – a CDFI that is also the largest Black-led bank in America - in various legal matters including its survey of CDFI loan fund entity structures and its exploration of the creation of an Opportunity Zone Fund. Provided strategy consulting relating to its green infrastructure company in Maryland.

**Bar Admissions**

Maryland and Washington, DC

**Selected Publications**

"Has Renovate America Figured Out How to Expand Residential PACE?" *Clean Energy Finance Forum*, December, 2015

"Financial Innovation Can Expand the Reach of Clean Energy," *GreenBiz*, November, 2015

"Bringing Energy Efficiency to the Middle Class," *GreenBiz*, May, 2015